

BLACKBURN COLLEGE WORK PROGRAM GUIDELINES
REVISED May 2009

These are the principal guidelines by which the work program functions and cannot be superseded by any other guidelines. Each "teaching supervisor" and worker is issued a copy of the guidelines and is responsible to be familiar with and abide by them. Comments and suggestions are welcome. Student involvement helps to make Blackburn special.

Work Program Mission Statement

The mission of the Blackburn College student-managed work program is to meet the labor needs of the campus community, and to help better prepare students for a successful transition to life, work, and career after college by:

- Involving students to the maximum extent feasible in the provision of all goods and services needed and/or provided by the college.
- Reducing the cost of a four-year, private college education through student "self-help".
- Providing "hands-on" work, service and leadership learning opportunities in addition to the classroom.
- Providing an added dimension of community involvement, and student character development emphasizing a strong work ethic, responsibility and accountability.

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INTRODUCTION/ORIENTATION

HISTORY OF THE WORK PROGRAM

Dr. William M. Hudson instituted the "work plan" at Blackburn in 1913. The initial program was patterned after that of Park College, Parkville, Missouri. Initially, students worked under the direction of two adult supervisors. Several years after the program was instituted, student supervisory positions were created and a substantial amount of the responsibility for management of the program was given to the students.

Since 1913 various work departments have been added and eliminated, and the number of work hours required has fluctuated between 10 and 20 hours per week. However, the core values of self-help, hands-on learning, community participation, leadership, and individual responsibility have remained as an important part of education at Blackburn College.

PURPOSE OF THE WORK PROGRAM

Coupled with the gifts of Blackburn's friends and benefactors, student work helps keep the cost of attending Blackburn lower than at most other quality, private, four-year colleges in the country.

The work program provides an added learning experience for students. In addition to a variety of job specific knowledge, Blackburn's Student-Managed Work Program creates opportunities for the development of skills, abilities, habits, and attitudes such as:

- A strong work ethic
- Self-discipline, responsibility and accountability
- Giving and receiving constructive criticism
- Assertiveness and self-confidence
- Resourcefulness and problem solving
- Organization, planning and time management
- Oral and written communication
- Leadership and teamwork.

The work program is a community effort, with student work being relied upon to help provide virtually all services essential to college operations. Sharing, belonging and contributing through their work, students gain an added sense of community.

STUDENT MANAGEMENT

All of the work of the college is divided into work departments and each has a student manager. There are also two student general managers. The department managers hire fellow students as assistant managers and crew

heads in varying numbers depending on individual departments needs. With the advice and support of department advisors and/or professional staff, student management is responsible to organize, train, motivate, supervise, and evaluate the student work force.

The department managers, under the leadership of the two general managers, constitute the Work Committee. The Work Committee, with the advice and support of an advisor, is responsible for the over-all administration of the work program including the development, implementation, and monitoring of work program policies. As a management team they are responsible for assuring that the student labor needs of the campus are met, and for the continued growth and improvement of the work program. The Work Committee and advisor are directly accountable to the Office of the President.

CONSENSUAL RELATIONSHIP POLICY

Given the nature of the student-managed work program, it is inevitable that students involved in relationships, both plutonic and sexual, will share the same workplace. It is also recognized that these relationships have the potential to create real or perceived bias with regard to managerial and other evaluative decisions made by student supervisors.

Student supervisors are expected to exercise caution, and fair and objective judgment when making decisions regarding a worker with whom they have a personal relationship. Whenever possible student supervisors should delegate, or otherwise involve other appropriate personnel in hiring, evaluative, and other sensitive supervisory decisions affecting workers with whom they are having a personal relationship.

Student supervisors are expected to conduct themselves in a professional manner, and to not allow personal relationships to influence their decisions. Failure to do so may be cause for dismissal. It is believed that student supervisors can and will conduct themselves appropriately, while still enjoying the full range of opportunities and relationships that the Blackburn College experience can provide.

TYPES OF JOBS PERFORMED BY STUDENTS

ACADEMIC SERVICES: Students serve as faculty assistants, tutors in the Writing Center and Math Lab, assistants in the science and language labs, and as coordinators of the Education Department Tutors for Tots Program and Curriculum Library.

ADMINISTRATIVE SERVICES: Students provide support for all administrative offices including Business, Financial Aid, Student/Resident Life, Admissions, Records, Development/Alumni Affairs, Public Relations, and Office of the President, and Office of Institutional Research. Students serve as office assistants, research assistants, graduation analysts, public relations writers, photographers, yearbook editors, bookkeeping

assistants, and campus tour guides.

ATHLETIC SERVICES: Student jobs include athletic trainers, clerical staff for coaches, and set-up for athletic events and physical education classes, and general cleaning in and around the facility.

BOOKSTORE: In addition to the sale of textbooks, supplies, stamps clothing and general merchandise, workers are responsible for the distribution of U.S. and campus mail, ordering/stocking supplies, general cleaning in and around the store, and assist as needed with auxiliary/conference services programs and events.

CAMPUS MAINTENANCE: Student jobs include carpentry, utilities work, painting, grounds work, "set-up and tear-down" for campus special events and other general maintenance and construction work. Workers are required to wear "hard sole work boots," and must furnish their own.

CAMPUS SECURITY: Workers perform radio dispatch, campus patrol, student escort, lock and unlock campus buildings, issue parking tickets, and coordinate the college motor pool and parking for campus special events.

CAMPUS SERVICES: Workers are responsible for cleaning the residence halls including hallways, stairwells, parlors and bathrooms and academic/ administrative buildings including classrooms, hallways and bathrooms.

COMMUNITY SERVICE: Currently jobs exist with the local elementary and middle schools as teacher aides and with the schools technology department, the Carlinville Headstart Center, local Food Pantry, City Library, Catholic Charities, Center for Developmentally Disabled, Beaver Dam State Park, Public Health Department, Adult Learning Center, Recycling Center, and Chamber of Commerce. Students also staff the Office of Volunteer Services, which recruits volunteers for service projects of a "one-time" nature, including activities of the Campus Chapter of Habitat for Humanity.

FOOD SERVICES: This department provides staffing for the kitchen and dining hall, and for any college related banquets or catering. Student workers are involved in meal preparation and service, and sanitation for the entire facility.

LIBRARY: Student workers are engaged in a variety of tasks including; circulation, bookkeeping, periodicals, archives, inter-library loan, audiovisual, book mending, library technology, and maintenance of the facility.

SNACK BAR: Student workers prepare food, serve customers, and perform cleaning and sanitation work. The work can be fast-paced and fun.

TECHNOLOGY SERVICES: Students provide supervision and support for people

using the computer centers. They also staff the "help desk" providing technical support over the phone and on-site, provide networking technical support, as well as deliver and set-up equipment, and perform upgrades.

REQUESTING A STUDENT WORKER/ALLOCATION OF STUDENT LABOR

The Work Committee determines the number of student labor hours each department will be allocated based upon the department request, historical labor usage data, projected enrollment, and the needs of the campus. Supervisors responsible for hiring are informed of their allocation number and given authorization to hire.

Departments wanting student labor hours approved after allocations are set must make a request to the Work Committee. Before approving additional positions or hours, the committee will first assure that current campus labor needs are being met and that the proposed position/hours would provide a benefit to the campus.

JOB APPLICATION PROCESS FOR RETURNING STUDENTS

Returning students are given the opportunity, prior to the end of Spring Semester, to apply for jobs for the next academic year. All jobs come open and students apply directly to the "hiring supervisor" (student, faculty or staff). Hiring supervisors first consider the students' qualifications and past work performance, class schedule and then seniority when making job hires.

The Work Committee places returning students unable to secure a job on their own. When making such placements Work Committee takes into consideration the needs of the campus, the students' qualifications and past work record, their class schedule, and lastly their preferences and seniority. These placements are made on a "30 day conditional basis". The worker may be released if the supervisor feels that the workers' performance is not adequate at any time during the 30 days. If "released" the worker must find a job within a week or request that the Work Committee place him/her in another job.

JOB ASSIGNMENT PROCESS FOR NEW STUDENTS

A job application is sent to new students for completion and return prior to their arrival on campus. The Work Committee according to college needs, the students' class schedule, and qualifications assigns new students jobs. An effort is also made to meet their preferences whenever possible. Many new students are assigned to Food Service, Snack Bar, or Campus Service (janitorial).

JOB REASSIGNMENT BASED ON CAMPUS NEEDS

If reassignment of workers is necessary during the year in order to meet

campus needs, the Work Committee will determine which students are to be transferred. The primary criteria for reassigning workers are class schedule and qualifications. Student seniority is a factor only if all other relevant factors are equal. The manager needing workers has the right to reject (for appropriate reasons) workers offered to him/her.

FUNDAMENTAL RIGHTS AND RESPONSIBILITIES OF STUDENT WORKERS

1. The work program is open to all students regardless of race, religion, creed, national origin, gender, sexual orientation, disability, age, or military or marital status. Complaints of civil rights violations must be made in writing within (48) hours of the alleged violation to the Work Program Appeals Board Chairperson. The Appeals Board will hear the complaint and render a decision in the matter. The President of the College is the Civil Rights Compliance Officer.
2. Students seeking a work adjustment due to a physical or mental impairment, or medical condition that substantially limits a major life activity will be referred to the College Counselor. He/she will verify the disability and contact the Work Program General Managers and Work Program Advisor to explore the feasibility of specific work adjustments needed to accommodate a documented disability. See the Students with Disabilities policy in Blackburn College Student Handbook for further information.
3. The records of student workers are treated as confidential material in conformity with the Family Educational Rights and Privacy Act (FERPA). Written records of various kinds are kept by the work program including job applications, evaluations, warnings, etc. Such information may be shared with appropriate, authorized college personnel with a legitimate "need to know" (faculty, staff, student managers--current and elect, and work office secretaries) without student approval. Information will be shared with individuals and agencies outside the College in compliance with FERPA as outlined in the College Student Life Handbook. Students may review and copy information contained in their work record, but must pay for cost of copying.
4. Students are expected to fulfill the standards required in work assignments, and are evaluated based on their performance.
5. Students may participate in helping set the rules governing the work program. They have an obligation to be aware of and abide by the "Work Program " and "Department Guidelines".
6. Students are afforded the following rights within the Warning System and the Appeals Procedure.

- A. To hear charges and the names of person(s) bringing them.
 - B. To have one member of Blackburn community present for support.
 - C. To be offered the opportunity to attend, and to be notified at least 24 hours prior to the hearing.
 - D. To appeal written warnings, probation, being fired, or suspended.
7. The College is committed to the principal that each member of the campus community should be able to pursue their learning and work in an environment free from harassment, or other behavior or language of an offensive or abusive nature. The college policy regarding harassment is contained in the Student Life Handbook and will be followed in situations of alleged harassment at work. Allegations of other offensive or abusive conduct at work will be handled through the work program disciplinary process.
8. The Office of the President has the authority to make decisions at any level of the work program disciplinary process. All disciplinary actions are recommendations to the Office of the President, which has final authority in any such matters.

WORK REQUIREMENTS AND OPTIONS

WORK HOUR REQUIREMENT

Students must work a minimum of 160 hours per semester in exchange for a tuition reduction. The tuition credit for participation in the work program is currently:

<u>Year in Work Program</u>	<u>Tuition Credit per Semester</u>	<u>per Year</u>
1 st year	\$1280.00	\$2560
2 nd year	1440.00	2880
3 rd or more year	1600.00	3200

"Tuition hours" will be scheduled by supervisors to "average 10 hours per week", and to not regularly exceed 20 hours in one week. Students may receive work credit for an approved on-campus or unpaid off-campus internship or student teaching experience (see Semester Career Option).

HOLIDAY HOURS

Students who are scheduled and who work hours in departments/offices designated by work committee as "required services" (for example Food Services, Campus Services, or any other departments) over holiday periods (e.g. Labor Day, Easter Monday) designated by work committee will be credited "tuition hours only" at the rate of time-and-a-half.

PAID WORK HOURS

Supervisors may request that specific workers be approved to work extra hours for pay. The following will apply:

- A. Requests must be submitted to the Work Committee in advance and must be within the department/offices paid hours budget.
- B. Workers cannot be on academic, work or social probation.
- C. Workers must sign a contract specifying the conditions of their paid hours employment and complete tax withholding forms.
- D. Unless an exception is made, students will not work more than (10) hours extra per week.
- E. Workers will be paid at the current federal or state minimum wage rate, whichever is greater.
- F. Workers who decide they no longer wish to work extra hours must give their supervisor at least two weeks advance notice. Failure to do so can result in disciplinary action.

NON-RESIDENT STUDENT WORK PROGRAM PARTICIPATION

Non-resident students are not required to work in the work program, however, non-residents (both full and part-time) may petition for approval to participate. If approved to participate, they receive the same tuition credit as residents in exchange for working 160 hours per semester AND are eligible to be hired for "paid hours". In order to participate, they must commit themselves to a minimum of one full semester of working in the program, during which time they will be held to all the same work requirements as a resident student (i.e. cannot quit, failure to meet work obligations could ultimately result in suspension). Part-time student approval may be subject to "conditional placement" and may be revoked if the student worker is not making suitable progress toward fulfillment of his/her work commitment.

WORK SCHEDULES

Student work hours must be scheduled around their class schedule. Workers are not to be scheduled during classes or during college convocations for which classes have been dismissed, unless the student is in a priority job exempt from the convocation dismissal.

Supervisors may schedule hours as needed to meet labor needs as long as the hours do not exceed 20 per week, do not conflict with classes and do not total more than 8 hours in one day. There may be times when workers are scheduled to work less than 10 hours a week and other times when they are scheduled to work as many as 20.

JOB TRANSFERS & VACANCIES

Transfers may be made for documented medical reasons or for class/work schedule conflicts. Requests for transfers for other reasons are discouraged, and to be approved the following will apply; the respective department managers and direct supervisors must agree to the transfer and if an "exchange" of workers is necessary, the worker requesting the transfer must find a worker willing to switch jobs with him/her.

If a job vacancy occurs during the semester and the supervisor or manager wishes to refill the position, he/she must submit a request to the Work Committee for approval. If the request is approved the supervisor will be given written authorization to advertise/recruit for a student to fill the position. Any student is a "free agent" to accept a job offer to fill an "approved vacancy", however, he/she must give at least one weeks notice to his/her current supervisor. The current and new supervisors must meet to discuss arrangements (e.g. transfer effective date) and complete a Job Transfer Form BEFORE the transfer can become final. IN NO CASE WILL JOB CHANGES BE RECOGNIZED OR APPROVED THAT DO NOT CONFORM TO THESE PROCEDURES.

REQUIRED DEPARTMENT MEETINGS

Meetings designated as "required" are part of the work requirement and as such workers will receive work time. If a worker misses a required meeting without an excuse, he/she may be issued a warning. Workers must be given at least 24 hours notice of required meetings (written notice to the workers or posted in the department). Required meetings are to be kept to a minimum number and length of time.

SEMESTER CAREER OPTION

Students enrolled in an approved student teaching or unpaid internship experience off-campus, who was enrolled at Blackburn full-time the prior semester, and who have worked at least two full semesters in the work program may receive up to 160 work program hours based upon the number of academic credits they will receive for the experience. Normally, students may only use the option one semester, however, they may petition for approval of a second semester if they received less than a 160 hours for their prior internship OR if they are a medical technology major, who since they are required to perform two semesters of practicum may be awarded a maximum of 320 work hours. Decisions will be based on the merits of each petition without regard to precedent. **In no case will work hours awarded exceed 160 hours with the exception of med tech majors.** Students must submit a petition to the Work Committee before their career experience is to begin, **and must submit time cards verifying the hours worked.** Students enrolled in the College's Cooperative Work Study Program working off-campus for ten or more hours a week may elect not to hold a campus job, however, they will not

receive the tuition reduction.

If for any reason a student does not complete his/her semester career experience, work hours awarded will be calculated based upon the number of verified hours he/she did complete.

ON-CAMPUS INTERNSHIPS

SOME work program jobs on-campus MAY be eligible for internship credit. Students must follow all the procedures for seeking approval and registering for an on-campus internship as for an off-campus internship, including a faculty member from the appropriate academic discipline must approve the experience for credit and agree to act as "supervising faculty" for the internship. On-campus internships may be done during the fall, spring, or summer and are eligible for a tuition reduction equivalent to that earned for regular participation in the work program. **IF funding is available**, the intern may also be paid for time worked in excess of the hours required for the tuition reduction.

BANKING HOURS OPTION

Students may be approved by Work Committee to work extra hours (including over breaks) and "bank" them to be carried into the next semester and applied against required work time. The following will apply:

- A. A petition, signed by the supervisor where the work is to be performed and where the student will be working the next semester must be submitted IN ADVANCE.
- B. If the student does not return the next semester, the hours banked will be forfeited (students will not be paid for the hours).
- C. Students may only bank a maximum of 48 hours.

SAFETY ON-THE-JOB

In order to promote the health and welfare of all persons in the Blackburn community and to protect assets, the College is committed to a policy of promoting safe working conditions on the campus. Everyone in the College community must share this commitment and it is expected that everyone will work toward ensuring a safe working environment and promoting safe working practices in all departments.

While operating or riding in a vehicle workers must obey all college rules and State laws including but not limited to wearing a safety belt and shoulder harness, and all speed limit laws on and off campus.

Due to the different types of work performed in the various departments,

additional safety guidelines are described in the respective department guidelines. Please read and follow them carefully. Safety concerns should be reported to the supervisor and/or to the Safety Committee.

A College Safety Committee comprised of student workers, staff and faculty oversees campus safety policies and issues. Any unresolved safety problems or suggestions are to be brought to the committee's attention.

STUDENT USE OF PERSONAL VEHICLES FOR WORK RELATED REASONS

For personal safety and liability reasons student use of vehicles as part of their work program job responsibilities must be limited to essential work only and should as much as possible be limited to the use of college vehicles. Students must be "approved by the college" in order to operate a college owned, leased, or borrowed vehicle (contact Campus Security for details).

Student work program jobs wherein the "principal responsibilities would require frequent or regular off-campus travel" are discouraged.

In those occasional situations when use of a college vehicle is not practical or possible, and the travel is limited to campus or within the local Carlinville community, a student may use his/her own personal vehicle for college work, but only under the following conditions:

1. The student does so willingly and his/her supervisor has approved.
2. The student has the following on file with Campus Security:
 - current valid drivers license
 - proof of auto insurance coverage
 - a "Permission/Waiver Form"
3. The student has the opportunity to receive mileage reimbursement if he/she so chooses, the cost of which is expensed to the department/office for which he/she works (contact Business Office).

While it is discouraged, if a faculty/staff member chooses to let a student worker use his/her personal vehicle for college work the faculty/staff member whose vehicle is being used must ensure that the student has a valid drivers license on file with the Campus Security Office, and that he/she (faculty/staff member) has a "Permission/Waiver Form on file with the Security Office stipulating the name (s) of the student(s) who he/she has given permission to use his/her personal vehicle.

NOTE: Under no circumstances are Community Services Department workers (other than the Department Manager and Assistant Manager for management related duties) allowed to use their personal vehicles as part of their off-campus worksite job responsibilities.

PERSONAL INJURY ON-THE-JOB

On-the-job injuries are to be reported immediately to the supervisor. The supervisor is to assure that the worker receives any necessary medical treatment and that the following procedures are followed:

- A. An "Injury/Illness Report" is submitted to the Physical Plant Secretary within 24 hours of the injury with copies to the Work Department Advisor, Manager and General Managers.
- B. If the worker requires hospitalization the supervisor must notify the Student Life Office (or Resident Director on duty), the Work Department Advisor and Manager as soon as possible.
- C. The College will not be responsible for injuries/damages suffered by anyone participating in "horse-play" on the job.

DAMAGE TO PERSONAL OR COLLEGE PROPERTY ON-THE-JOB

Damage to personal or college property is to be reported immediately to the supervisor. If the incident occurs off-campus (i.e. vehicle accident) the worker is also to notify the police. If the accident is on campus and involves the property of a student, staff or faculty member or visitor the police are also to be notified.

The work supervisor is to inspect the damage and submit a "Property Damage Report" to the Business Office within no less than 24 hours of the incident, with copies to the Work Office.

WORK RESPONSIBILITIES OF ATHLETES

Students may be excused from work to participate in athletic events IF they have followed the stipulations outlined below.

- A. The worker must provide his/her manager or supervisor with a copy of his/her athletic schedule (GAMES AND PRACTICES) before or as soon as the season begins. Failure to do so will forfeit his/her right to be excused from work shifts that may conflict.

NOTE: Even if excused from a work shift, workers must still obtain a substitute if so required by his/her work department.

- B. If the student's schedule (GAME OR PRACTICE) changes during the season, he/she is responsible to notify the manager or supervisor immediately. Failure (worker or coach) to give sufficient notice of the change, will forfeit the student's right to be excused from work shifts that conflict.
- C. If proper notification is provided efforts will be made to re-schedule the student's work to accommodate games and practices. If department needs cannot accommodate the student's schedule,

he/she may be transferred (department needs permitting).

- D. Workers are encouraged to obtain permission from the manager to accumulate "extra hours" to cover work missed for games or practices. Extra hours may with special PRIOR approval be carried over between semesters (see "Banking Hours").
- E. Managers are responsible to assist in resolving any work schedule conflicts. If a worker feels that a manager has not made such an effort, he/she must contact one of the general managers.
- F. Failure on the part of the worker to meet his/her responsibilities may result in a work warning. **Repeated work warnings may result in work probation, which restricts participation in athletic games.**

TIME AND ABSENCE POLICIES

Procedure to be followed by a worker if he/she must miss work:

1. Notify work supervisor or other designated person in the work department/office as much in advance of the shift(s) being missed as possible (preferably at least an hour).
2. Arrange for a work substitute - if required (see Department Guidelines).

UNDER TIME HOURS

If a student works less than his/her work requirement he/she is assessed under time as follows:

- A. Workers receive under time for all work missed unless waived due to a documented injury on-the-job, or required military service.
- B. Workers in the National Guard/Reserves are excused from work for REQUIRED service if they follow absence procedures. Under time will be assessed UNLESS they must miss one or more weeks of work due to being activated for "extraordinary circumstances" (e.g. national or local emergency/disaster).
- C. Any student requesting a waiver of under time must complete an Under Time Waiver Request form documenting the circumstances, and may be required to submit documentation (i.e. physician statement, etc.).
- D. If a worker does not work all his/her required tuition hours by the end of the semester, he/she will be billed at the rate of **\$10.00 per hour**. If a student withdraws or otherwise leaves enrollment status during the semester, his/her tuition credit will be prorated based upon the number of hours he/she actually worked, UNLESS he/she has been granted an exception for one of the reasons noted above, in

which case he/she may still receive the full tuition credit.

NOTE: A worker may be allowed to carry the under time into the next semester in special circumstances (i.e. family emergencies, medical absence within last few weeks of semester, etc.). A petition must be submitted by the student for approval. If the worker does not return the next semester or does not work the hours he/she will be billed accordingly for under time hours.

- F. Unexcused absences from scheduled shifts the last week of each semester, and at other times deemed necessary by the manager will be fined at the rate of **\$20.00 per hour**. Managers must give at least one week notice before applying this rule at times other than during the last week of the semester.
- G. If a worker has under time, he/she can be required to comply with an Under Time Removal Contract. The worker is to be given written instructions at least (48) hours in advance of the required removal time and can only be required to work a maximum of (5) hours extra per week. Workers may be asked to remove under time with less than (48) hours notice, and will be accountable for the shifts if he/she agreed to the extra shifts.

EXCESS HOURS

Once students have worked 160 hours in a semester they cannot continue to work unless they have been approved to bank hours (see Banking Hours) or have been approved in advance for "extra hours for pay".

SUBSTITUTION

If a student cannot work when scheduled, he/she must notify his/her manager/supervisor to secure an excuse, and secure a substitute worker. Some departments are exempt from the substitution policy where it is deemed unnecessary or impractical (See Department Guidelines).

- A. The substitute receives credit for the hours worked and the absent worker receives "under time", which must be made-up.
- B. Substitutes must be department workers, unless approved, in advance by the manager.
- C. The substitute is responsible for following all department guidelines. Sub slips are to be signed by both students.

RECORDING OF HOURS/TIME CARD PROCEDURES

- A. Hours must be recorded on a time card, and be signed by the supervisor and worker. The normal work week begins on Monday and

ends on Sunday. Time cards for the previous week are due each Monday (time and place set by each Department).

NOTE: all students receiving the work program tuition credit must submit a weekly time card to the Work Office that has been properly verified and signed by their supervisors.

Appropriate staff supervisors will be responsible to verify student manager and resident director "managerial and leadership work" for which they receive a stipend over and above the work program tuition credit, and are responsible to submit a written pay authorization to the College Business Office documenting the amount of the stipend and pay intervals.

- B. The cumulative work time for the prior week for each individual student worker will be emailed to his/her "Blackburn email address". Workers are responsible to contact the Work Office if they believe their work time is not correct. Workers are responsible to register for and regularly check their Blackburn email account. Failure to do so will negate their opportunity to receive work time electronically. Work supervisors (who so request) will receive copies of the weekly time sheets for workers in their respective work departments.
- C. If workers do not submit time cards by the weekly deadline they receive under time and may be issued a warning. All time cards must contain the time period covered, shifts, hours worked each day, and worker and supervisor signature.

WORKER PERFORMANCE APPRAISAL AND ASSISTANCE

WORK EVALUATIONS

Workers and managers are evaluated each semester by their faculty/staff or student supervisors. Students are evaluated on the basis of reliability, quality and quantity of work, initiative, and attitude. Copies of the evaluation are kept in the Work Office and Records Office. Questions regarding evaluations should be discussed with the supervisor. Work evaluations are intended to; offer feedback for good performance, identify areas needing improvement, and obtain worker feedback regarding any job concerns he/she may have.

HONOR WORKERS

Honor workers are selected monthly based on the following criteria:

A worker who gives 100 percent in quantity and quality of work,
who has a positive and enthusiastic attitude,
who consistently strives to improve his/her performance,

and who is completely dependable.

In recognition and appreciation, honor workers are given a Certificate of Appreciation. Honor workers are also recognized at an Honors Banquet held each spring.

WORKER ASSISTANCE PROGRAM

The goal of the program is to provide assistance to workers who are having personal problems (i.e. drug/alcohol abuse, family, etc.). The college counselor provides this confidential assistance. If a supervisor notices significant changes (i.e. frequent absences, tardiness, moodiness, etc.) in a worker's performance that continue, and that the supervisor believes may be due to personal problems, he/she should refer the worker to the college counselor. This referral should take place in a one-to-one conversation with the worker. The supervisor should approach the student and describe the specific behavior that has caused him/her to be concerned.

The supervisor notifies the counselor that he/she has referred the student for assistance. The student is responsible to contact the counselor to set up an appointment (he/she is not REQUIRED to make an appointment). The counselor notifies the supervisor if the student DOES NOT schedule an appointment, or does not keep a scheduled appointment. All other information is kept confidential.

WORK WARNING SYSTEM

The purpose of the warning system is to make students aware that their work performance or behavior is unacceptable, to assist them with resolving work problems, and to hold them accountable for their behavior.

The warning system applies to student supervisors as well as to workers. Given their position of responsibility, however, supervisors should be held to higher standards than the workers. They are expected to be role models and to lead by example. If their performance or behavior is not acceptable, student supervisors should be removed from their positions.

WORK WARNINGS

- A. The manager/supervisor should meet with the worker as soon as possible after the problem behavior occurs to discuss the matter and endeavor to resolve problems.
- B. Supervisors may issue verbal warnings as they deem appropriate, but should document the date and reason. Written warnings should be issued if the behavior continues.
- C. Written warnings are a permanent part of the student's work file.

Warnings are, however, "retired" at the end of the academic year (i.e. do not count in determining status in the warning system the next academic year). Work contracts and probation status active at the end of Spring Semester do carry-over to the next academic year. If multiple warnings are received at the end of the semester and the student leaves campus before a hearing is held, the hearing will be held at the start of next semester.

Warnings received while in a prior job do not count in determining a student's current standing in the warning system. The nature of the prior warnings may, however, be considered in any subsequent hearings if they show a continuing trend of unacceptable behavior.

- D. Copies of warnings are sent to supervisors, faculty advisors and coaches who request that they be sent copies.
- E. A meeting will be held after (3) or more written warnings have been issued. The department manager will attend, and supervisor and advisor will be encouraged to attend. The same individuals, along with a general manager will be included when (4) or more warnings have been issued. The following actions MAY be taken:

3rd written warning work contract (minimum 30 days)
 \$25 work fine*
 letter to parents of dependent students

* At 3rd warning level ONLY students may petition to general manager to perform a "compensatory activity" (e.g. writing a paper on a relevant work topic, volunteering hours for an approved campus or off-campus project) in lieu of the \$25.00 fine.

4th written warning work probation (minimum 60 days)
 \$50 work fine
 letter to parents of dependent students

5th written warning fired
 \$100 work fine
 letter to parents of dependent students

- F. Based upon the reason for a warning, a worker may be referred for a disciplinary meeting REGARDLESS OF THE NUMBER OF WARNINGS he/she has been issued. Examples include, but are not limited to:
 - fraudulent time card
 - theft/vandalism
 - alcohol/drugs
 - horseplay that threatens safety
 - physically/verbally abusive behavior

APPEALING WRITTEN WARNINGS

A worker has the right to appeal any written warning that he/she believes was issued inappropriately. The worker has 24 hours from the time the warning was issued to submit a written appeal to the department manager (if the warning was issued by someone other than the manager) or to one of the general managers (if the warning was issued by the manager). The worker will be informed in writing as to whether or not the warning will be rescinded. No disciplinary action will be taken while a warning is in appeal.

EXAMPLES OF WORK VIOLATIONS

Reasons warnings may be given include, but are not limited to:

1. Unexcused absence from work or required meeting.
2. Reporting late for work or required meeting.
3. Leaving a job early without proper authorization.
4. Not in assigned work area/not working while "clocked-in".
5. Insubordination (refusal to follow procedures/perform job).
6. Physically or verbally abusive behavior toward others.
7. Harmful misuse of tools, equipment or vehicles, or any behavior which threatens safety in the workplace (i.e. horseplay, etc.).
8. Unsatisfactory work, or causing added work for others.
9. Submitting a time card late or submitting a fraudulent time card.
10. Infractions of Department Guidelines.
11. Theft, vandalism or being under the influence of drugs/alcohol.

DRUGS/ALCOHOL

Any worker who is, or with good reason believed to be under the influence of drugs or alcohol will be "clocked-out" and required to leave work immediately. If the worker requests a breathalyzer test to prove he/she has not been drinking, the supervisor will contact Campus Security to arrange for such. The worker may be issued a warning, as well as under time for the time missed.

A meeting will be held to determine what disciplinary action is to be taken and if the student should be referred to the college counselor for assistance. The worker may also be subject to disciplinary action via the social judicial process (see College Handbook).

THEFT OR VANDALISM

- A. Theft and vandalism occurring at the work place is to be reported immediately to the work supervisor on duty. The supervisor is responsible to confirm the incident and report it immediately to the department manager and advisor; who are jointly responsible to investigate and resolve the matter. If the theft or vandalism

involves losses of \$100 or more the matter will be turned-over to the Student Life Office for resolution, including whether or not to notify/involve the local police.

- B. The department manager is to complete a "Theft/Vandalism Report" within 24 hours of the incident being confirmed. Copies of the report are to be sent to the College Business Office, General Managers and to the Student Life Office (if \$100 or more).
- C. If cases handled by the manager and advisor result in their finding evidence that a student(s) is guilty of the theft/vandalism, the matter is to be pursued through the work warning system, and may result in the worker being fired or placed on probation. The matter may also be pursued through the social judicial system carrying possible social probation or suspension.
- D. If a student is found guilty of theft or vandalism on or off-campus, he/she may be reassigned to a different job, if the supervisor feels the behavior could have a negative effect on his/her current job.

CONDITIONS APPLYING TO ALL DISCIPLINARY MEETINGS

- A. If a warning is appealed, no action is taken until appeal is heard.
- B. Manager or worker may invite any faculty, staff, or worker to the meeting who may be of help in resolving the matter.
- C. If a worker is having personal problems, he/she should be referred to a College counselor and/or other appropriate resources; which might include the student's faculty advisor, coach, residence director, or other Student Life staff. The goal is to assist with problems the student may have in addition to work.
- D. A job transfer may be made if necessary to resolve a work problem.
- E. Disciplinary action(s) should be finalized prior to semester breaks, otherwise a meeting will be held at the start of the next semester.
- F. If a worker misses a disciplinary meeting without notifying the Manager/General Manager(s) in advance with an acceptable excuse, he/she may be issued a warning and the meeting held without him/her.

WORK CONTRACT

A work contract is a written statement outlining specific actions required of a worker to account for and improve his/her poor work performance or behavior. Contract conditions vary based upon the individual circumstances of each situation. Contracts should include referral to other campus resources (i.e. college counselor, coach,

faculty advisor) as appropriate and additional work shifts to make-up any missed hours. Work contracts are written for a minimum of (30) days.

WORK PROBATION

Work probation is a warning to the student that he/she is in serious danger of being fired if his/her work performance or behavior does not improve. A contract will be prepared detailing the conditions of the work probation, including referral to any other appropriate college resources for assistance. In addition the following will apply:

- A. He/she is ineligible to hold a leadership position on campus. Leadership positions include resident director, resident assistant, member of work committee, assistant manager, crew head, member of Student Senate, or officer/leader of a college organization such as class officer, House Council member, BOSA President. Also, cannot receive work time for Burnian Editor/Co-Editor.
- B. He/she is ineligible (for a specified period of time) to participate in any college activity whereby he/she will be representing the college publicly; UNLESS participation in that activity is REQUIRED for completion of his/her degree. Examples of activities in which a student might be ineligible to participate include: intercollegiate sports*, band, choir, theater, and the Semester in Wales or Mexico, Washington Semester and Internship Programs.
- C. Workers on probation may not be eligible for break employment, and are not eligible for "extra work hour" positions.
- D. Work probation lasts for a minimum of (60) days from the date the worker was placed on probation (excluding break days).
- E. Work probation may be appealed to the Work Program Appeals Board.

*NOTE: Student athletes that are placed on work probation will be suspended immediately from competition for at least 10% of the regular season including any post-season tournament competition in the student-athlete's respective sport unless work probation occurs during the off-season in which case the student-athlete will serve the suspension during the next regular season. These disciplinary actions are the minimum guidelines set by the Athletic Department. An individual coach may choose to exceed these minimum guidelines for his/her team.

FIRED FROM JOB/SUSPENDED FROM COLLEGE

- A. If a worker is fired he/she has the right to appeal the decision (see Appeal Board). If there is no appeal or if the appeal is denied the worker is responsible to secure another job within one week.
- B. The manager, direct supervisor and department advisor must all be in

agreement in order for a job OFFER to be made, and based on a review of the student's academic, work, and social record the Work Program Advisor must approve the hire.

- C. If the student does not secure a job offer within a week, OR if the Work Program Advisor does not approve the worker for job hire the Advisor will determine if the student should be:
- placed in a job by the work committee,
 - suspended immediately,
 - suspended effective at the end of the semester,
 - or suspended from living on campus and not be eligible to participate in the work program.

The period of suspension will normally be one full-semester. The student's work program tuition credit will be pro-rated based upon the number of hours he/she actually worked.

- D. If a student is hired or placed in a job, he/she will be on work probation for a minimum of (60) days.
- E. "Suspension from the College" may be appealed (see Appeals Board).

APPEALS BOARD/APPEAL OF DISCIPLINARY ACTIONS

The Appeals Board hears student appeals of work probation, being fired, being suspended for work reasons, and civil rights complaints.

- A. A worker has 24 hours of being placed on probation, of being fired or suspended to submit a written appeal to Board Chairperson.
- B. Appeals must be based upon evidence that the action is excessively harsh, that improper procedures were followed or that NEW (previously unheard) information exists to prove that the worker is not guilty of the offending behavior for which the action was taken.
- C. If a worker feels that his/her civil rights have been violated he/she has 48 hours from the alleged incident to file a written complaint with the Appeals Board Chair.
- D. The Appeals Board conducts a hearing as soon as possible. All parties are notified 24 hours prior to the meeting. Disciplinary actions are "on hold" until the appeal is heard.
- E. The Appeals Board is constituted and proceeds as follows,
1. One faculty and one staff advisors are appointed by the College President, and are voting members of the board.

2. The student members of the board will be selected as follows:
Each of the (12) work department managers will nominate one worker from his/her department to serve on the Appeals board.
 - a. Nominees must be in good standing (academic, work, and social).
 - b. Freshmen are not eligible.
 - c. Nominees must have worked at least one semester in the work program
 - d. Nominees cannot be in a work program leadership position (e.g. manager, assist. mgr, or crew head).
3. The President of the College will appoint 5 members and 5 alternates from among the student nominees.
4. The 5 student members select a student chair of the Appeals Board, who is a voting member.
5. A majority of the total seven members (including at least one of the faculty or staff members) must be present at all meetings and hearings. In the event that a student cannot attend, an alternate may sit in for him or her. Students receive work time for attendance. Excessive absence from meetings may be cause for removal.
6. All votes will be cast by secret ballot.
7. The worker has the right to have one member of the Blackburn community present at the hearing for support.
8. The appeal (or civil rights complaint) is denied if the worker misses the meeting for other than a legitimate reason, and is upheld if the manager, general manager or Work Program Advisor in suspension cases (or other person whom civil rights complaint is against) miss the meeting for other than a legitimate reason, which shall be the chairperson's decision.
9. The worker presents his/her position first, followed by the manager and general manager or Work Program Advisor in suspension cases (or person whom the civil rights complaint is against). The "burden of proof" rests with the worker.
10. Only members and advisor are present while the board makes a decision. A simple majority vote is needed to "uphold/find in favor" of an appeal or complaint. If an appeal is "upheld" another disciplinary hearing may be held to determine alternative consequences. If the board finds in favor of a civil rights complaint, directives will be given for rectifying the complaint (monetary redress is not an option). The Chair notifies all parties of the decision in writing within 48 hours.

11. The President has the authority to make decisions at any level of the work program disciplinary process.

SELECTION OF MANAGERS/WORK COMMITTEE

ELIGIBILITY CRITERIA

Candidates for manager and general manager positions must:

1. Have a cumulative grade point average of at least 2.5
2. Not be on academic, work or social probation

Candidates for assistant manager and crew head positions cannot be on academic, social, or work probation. The respective department managers with approval of the department advisor fill these positions. They are to be held to appropriately high standards of conduct and performance, and may/should be demoted if the manager or advisor feels they are not fulfilling the requirements of the position, regardless of whether or not they have been issued prior work warnings.

SELECTION CRITERIA

The following qualities are sought when selecting managers:

- initiative, dependability, desire to do the job;
- leadership experience (or potential);
- prior experience (preferred) in the work area/department;
- maturity of thought, self-confidence;
- good organizational, planning, and problem solving skills;
- good interpersonal, communication, and time management skills;
- ability to work with groups and be a good role model
- if a commuter he/she must be able to ensure appropriate availability to campus based on the department's needs.

SELECTION PROCESS

- A. Students interested in being managers, assistant managers, or crew heads are encouraged to attend a "management orientation" held early each Spring Semester. The orientation consists of an explanation of student management; roles, functions, examples of what to expect as a student manager, the selection process, etc.
- B. Following "management orientation", the new work committee is selected. The general managers are selected first. The work committee and advisor interview applicants. The work committee and advisor select by majority vote the two persons they feel are best qualified to be general managers. If any managers are applicants they do not participate in the selection.

- C. After the general managers have been selected, the department managers are selected. A group comprised of the current manager and advisor, current and new general managers and the work program advisor interview applicants. This group selects (by majority vote) the person they feel is best qualified to be next year's manager.
- D. New managers continue in their current jobs, but once they begin meeting as a work committee, and "shadowing" the current manager they earn (5) hours of work time per week through the end of the semester for time spent learning, organizing, and planning for next year. The current managers continue in their jobs through the end of the semester and the new managers assume responsibility starting Fall Semester.
- E. Because manager positions carry extra responsibility and require more work hours, managers are paid a monthly stipend in addition to the tuition reduction during their tenure as a manager. Managers are given priority after resident assistants each semester to receive single or double/single residence hall rooms and may retain the room without being assessed the customary double/single charge - enrollment permitting - and subject to conditions of the housing policies and fee structures.

DISCIPLINARY ACTION FOR MANAGERS

- A. Managers or general managers may be recommended for a warning by any worker or supervisor, or other manager/general manager. Such recommendations are made to the department advisor or a general manager who will decide whether or not to issue a warning. Warnings are issued for any violation of Work Program or Department Guidelines, or of Work Committee duties. Managers may appeal a warning by submitting a written appeal, within 24 hours of receiving the warning, to either a general manager or the work program advisor.
- B. Because of their position of responsibility, managers are held to high standards. They are expected to be good role models and to lead by example. If their behavior or job performance is unacceptable, managers should be removed from their positions before disciplinary action through the warning system is necessary.
- C. If a manager or general manager receives a (3rd) written warning a disciplinary meeting is held. HOWEVER, a general manager, manager, department advisor, or the work program advisor may, regardless of whether or not warnings have been issued, call for a disciplinary meeting to be held if he/she feels that a managers or general managers conduct so warrants (i.e. failure to fulfill responsibilities, abuse of authority, social misconduct, etc.).

- D. The general managers, department advisor and work program advisor hear the case and determine by majority vote what, if any action is to be taken (i.e. contract, probation or being fired). If a manager is placed on contract, probation or fired the monetary fines will apply UNLESS he/she is being dismissed due to having been placed on social probation for behavior completely unrelated to his/her management duties, in which case fines will not apply.
- E. In cases involving a general manager, the other general manager and the work program advisor will, with input from the work committee members, hear the case and determine what, if any action should be taken.

REPLACEMENT OF MANAGERS

Each manager designates, subject to Work Committee and the Department Advisor's approval, a designated replacement (D.R.). These persons serve in the manner outlined below.

- A. The manager is to notify his/her D.R. and a general manager prior to leaving campus for 24 hours or more and contact them upon his/her return. The D.R. assumes all manager duties and authority.
- B. If a manager resigns or is fired the following occurs:
 - 1. The D.R. replaces the manager until a new manager is selected (see Manager Selection Process); OR
 - 2. If the department advisor, general managers and work program advisor are all in agreement the designated replacement may be hired as a permanent replacement.
 - 3. If a manager is fired or resigns prior to the end of his/her term, his/her manager's pay ceases as of the date he/she was fired or resigned and any other privileges/benefits accruing to him/her as a manager MAY be revoked or subject to a charge. If a manager has been in the position for at least one semester and leaves the position in good standing he/she will be allowed to keep his/her current room subject to the conditions of the housing policies and fee structures.