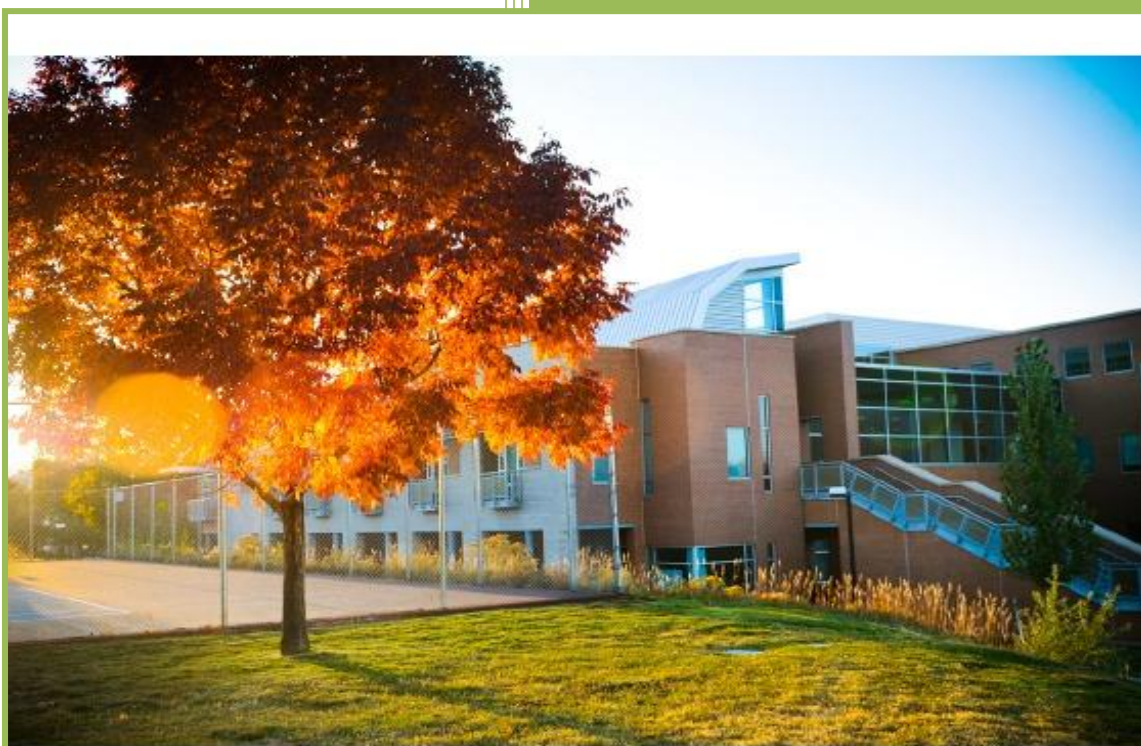


Red Rocks Community College

Supervisor's Reference Manual



Bob Miller

Human Resources Department

Updated: Fall, 2015

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Supervisor FAQ Pack! – Attachment Edition

Beginning of Employment

How do I advertise student job openings?

Student and Work Study job postings are found on the 'Student Employment' portion of the RRCC website, under the human resources section. If you would like to post a new job to this page, complete a [Work-Study/Student Hourly Job Posting Template \(A-1\)](#) and email it to [Bob Miller \(Robert.miller@rrcc.edu\)](mailto:Robert.miller@rrcc.edu) to be posted on the college website.

Additionally, Templates for [student applications \(A-2\)](#) and ['help wanted' posters](#) are also available on the aforementioned web page.

Sometimes, students simply haven't considered campus employment as an option. If you have a student that you think would shine in an on-campus position, feel free to suggest it to them.



Helpful Bob says, "Post jobs early to allow plenty of time to interview, check references, and on-board your employee before their projected start date!"

Are there any questions I can't ask an applicant when interviewing them?

Yes. There are questions which, when asked during an interview, have been deemed discriminatory in State and Federal law. Attachment [A-3](#) provides an overview of these types of questions. When a question is in doubt, it is usually best to refrain from asking it, or to check with the Human Resources office about subject matter. These restrictions also apply to individuals contacted in reference to an applicant. (A-11)

Can I hire employees at the lower pay grade and raise them to the higher pay grade later?

Yes. We realize that new employees rarely come to the workplace equipped with all the skills necessary to execute their jobs efficiently or independently. Therefore, it is recommended that they start at a level I wage (\$8.25/hour) and later, depending on merit and job duties, be raised to a level II wage (\$9.00/hour.) The required [Personnel Action Document \(A-4\)](#) can be found on the 'H.R. Forms' website. A description of additional competencies along with supervisory approval is necessary to move an employee from level I to Level II.

How long should I expect the hiring process to take?

See the attached flowchart of hiring process [\(A-5\)](#)

The hiring process will take an absolute minimum of two business days. The most time consuming elements of the processes are:

- **Criminal Record Disclosure and Background Check.** Student applicants are encouraged to complete the disclosure as soon as their appointment forms are complete. From here, background checks can be returned in as few as twenty-four hours. On rare occasions, out-of-state background checks have taken multiple weeks to be returned. If this is the case, supervisors will be contacted by Human Resources and accommodations made.

- In general, we expect background checks to be returned in about two business days.
- **Applicant Remittance of Necessary Documentation.** Yes, there is plethora of documentation that is required to become an employee of Red Rocks Community College, and by extension, the State of Colorado. Some of the documentation simply requires a signature of acknowledgment, and some requires employees to produce additional documents, but all of it is legally necessary. This is very often the most time consuming portion of the onboarding process, and supervisors **are vital** in motivating employees to complete this task.
- **Data Processing.** It takes time to establish an individual as an employee in the RRCC systems, especially when a great many employees are being on-boarded at once. The Human Resources office understands that promptness is important in the onboarding process, and we will make every effort to complete the process as promptly as possible.
- **Supervisors will be alerted via email as soon as the on-boarding process is complete.**

The Human Resources office is happy to work with supervisors to expedite the student onboarding process in urgent situations, i.e. unexpected student resignations, increases in workloads, etcetera. However, we also appreciate your proactivity and respect for the time required to on-board a student employee at our institution.

The Human Resources office is working to make this process more efficient. Stay tuned for updates and changes which will make onboarding substantially more convenient.



Helpful Bob says, "Hiring employees early in the biweekly payroll cycle (i.e., the first week of the two week period) and planning for a Monday start date will result in prompt processing, fewer issues with payroll and time reporting, and a very happy H.R. department!"

[What are the different classifications of employee I can hire?](#)

There are 3 categories of student employee.

- **Student-Hourly:**
 - These employees are permitted to work a maximum of 20 hours per week, and are paid on a biweekly schedule.
 - They can be paid either at \$8.25, \$9.00, or more with vice-presidential approval.
 - Their remuneration comes from the budget of the department employing them.
 - Work-Study employment terms are concluded at the end of the spring semester every year, and must be renewed for qualified employees.
 - Eligible Student-Hourly employees (enrolled in 6 credit hours for the summer or upcoming fall semester) are able to work during the summer semester.
- **Work-Study:**
 - These employees are permitted to work a maximum of 20 hours per week, and are paid on a biweekly schedule. Work-Study is a subcategory of Student-Hourly Employment.
 - They can be paid at either \$8.25 or \$9.00 per hour.
 - Their remuneration comes from a Financial Aid reward, not from your department's org.
 - Work-Study employment terms are concluded at the end of the spring semester every year. There is no Work-Study employment during the summer semester.
 - Work-Study funds can change during the semester. (See '[During Employment](#)' section.)

- **Variable Hour Employee:**

- Formerly called an 'hourly' or 'Non-Student Hourly' employee, this is a special classification of employee able to work up to 28 hours per week.
- These employees do not have to be students of RRCC.
- Their pay rates can vary from \$8.25/hour and upwards.
- These employees are required to contribute to PERA and RRCC is liable for unemployment compensation in the event of their termination.
- This classification of employee requires second-level supervisorial approval.

What types of employees are given @rrcc.edu email addresses?

Unless otherwise requested, only Variable Hour Employees are given @rrcc.edu email addresses and, by extension, first.last access to departmental computers.

Requests for @rrcc.edu email addresses for Work-Study and Student-Hourly employees can only be made through the Human Resources department, and they usually take a few days to process.

How many student employees may I have at one time?

There are no set limits on the number of Work-Study or Student Hourly employees a department may keep. However, because of budgetary restrictions, Org code administrators should be consulted before adding any additional employees.

Am I able to hire Concurrent-Enrollment students age 16 or over?

Yes. Concurrent-Enrollment students (High-school students also taking college courses) must meet the same eligibility guidelines that all students employees must meet: enrollment in at least 6 credit hours during the applicable semester and be of qualifying academic standing.

Remember, concurrent-enrollment students may have differing levels of maturity than the college age employees to which supervisors are accustomed and may require additional mentoring. This should be considered when delegating responsibility and allotting training time, but should not preclude you from considering these motivated, high-achieving candidates.

During Employment

Can a Work-Study employee run out of Work-Study funds?

Yes. Work-Study employees are awarded a certain amount of aid money from which their remunerations originate. Once those funds are depleted, it is the student's responsibility to check with Financial Aid to determine if more funds are available. If not, Work-Study employees must be terminated or converted to Student-Hourly classification, whereupon their compensation will come from your budget.



Helpful Bob says: "When you initially hire a Work-Study employee, take a look at the amount of the award on their referral form. Divide that number by their pay rate, and you'll get an idea of when their aid is likely to run out. For example:

*If Jimmy Beans is awarded \$2000 on January 10th and is paid \$9.00 per hour for an average of 15 hours per week:
(\$2,000)/(\$9.00) = 222 compensable hours.
(222)/(15 hours per week) = 14.8 weeks of work.
Jimmy Beans will run out of Work-Study funds around April 22nd. Set an alarm!*

What are the state's policies regarding breaks and lunches?

An individual supervisor sets the breaks and meal period policy for their staff. Red Rocks Community College does not have a specific break/meal policy, and is not subject to state regulations regarding breaks and meal periods.

The RRCC human resources Office believes that student employees, like all employees, deserve periods of respite from the often chaotic world of campus employment. Studies have demonstrated that rested employees are more productive and effective in the workplace. Please exercise common sense and empathy when constructing the break schedule for your department.

Contact the Human Resources Office for ideas on building an effective, respectful meal/break policy.

Is there a school wide dress code or behavior policy for Student Employees?

The student handbook outlines a student 'code of conduct' (Pages 37-44 of the current student handbook) to which all student employees are beholden. However, many supervisors choose to be more specific about the requirements and expectations placed upon their employees.

- For example: the coffee shop has an additional mandatory dress code to insure compliance with state health code requirements.

If a certain dress-code, behavior restriction or workplace policy is necessary to maintain a safe, inclusive, non-discriminatory work environment, supervisors should feel comfortable instituting one. If you feel unsure about a policy that you would like to institute, contact Human Resources and we'll help with the logistics.



Helpful bob says, "Don't want to be seen as the 'bad guy' when instituting rules or restrictions? Give reasonable explanations for your policies. Even broad justifications like 'protection from liability' can help employees accept unpalatable restrictions. If all else fails, blame Helpful Bob."

What if my student employee or I have trouble with electronic time reports?

Contact Human Resources with any issues regarding the electronic time report. Common concerns, such as:

- Duplicate time reports
- Unavailable time reports
- Time reports that are submitted too early
- Time reports routed to the wrong supervisor

are usually easy to remedy, provided the Human Resources office is made aware of the situation.

What if my student employee fails to submit their time report by the deadline?

***Every effort should be made to ensure employees are submitting their time sheets by the deadline.**

If an employee forgets or is unable to submit their time report for approval before the deadline of 11:59 on the last Friday of the pay period, a few options are available.

- Contact Human Resources to see if your employee opened their time report. If so, Human Resources can return it to them on Monday for second chance to submit their hours.
- If their time sheet was not opened, a paper time sheet submission is required. These are available on the [‘Human Resources forms’](#) page (A-7) and require the signatures of both the supervisor and employee.
 - o **Note: Paper Time Sheets are time consuming and can be problematic for payroll.** Please use them only in extraordinary circumstances.
- In the event that neither the electronic nor paper timesheet are submitted before the payroll department submits biweekly payroll, the employee’s remuneration will be delayed. Further, late time sheets from Work-Study employees could result in complications/inaccessibility of Work-Study funds.



Helpful Bob says: “Set a departmental deadline for time sheet submissions in advance of the official deadline to give your employee a buffer, during which you can badger them incessantly to get their hours submitted.”

[What if I forget to approve my student employee’s submitted time sheets?](#)

As a supervisor, you have until Monday at 10 am to approve of your student employee time reports. If you miss this deadline, notify Human Resources immediately.

[What are some ways to deal with an underperforming or disruptive employee?](#)

Having employees sign statement of expectations before employment begins is a great preemptive step. For a helpful guide, see attachment [A-8](#). Make sure your requirements are clear, and make sure an employee knows if they are not meeting them. You can deal with issues in a variety of ways:

- 1) **A conversation.** More often than not, a conversation with a supervisor will remind an employee of the expectations in the workplace, and that failure to respect them has consequences.
- 2) **A Corrective Action Memo or ‘write-up’** [\(A-9\)](#). This is a document, written by the supervisor that details precisely what transgressions the employee has committed, as well as necessary corrective actions. This is usually shared with a second level supervisor.
- 3) **Reduction of hours.** If an issue has been addressed verbally on multiple occasions and the employee has received one or more corrective action memos, it may be time to reduce the hours available to that employee.
- 4) **Please contact Human Resources before engaging in dismissal proceedings with any employee.**



Helpful Bob says: “Create an environment of professionalism to encourage employees to act as such. If you think of your employees as ‘Just student workers’ they will treat their position as ‘just a school job.’”

[What if an employee misses a shift without prior warning or a phone call?](#)

‘No-call-no-shows’ are some of the most frustrating challenges a supervisor can face. Your first course of action should be to attempt to contact the employee by phone to verify their wellbeing. If the employee is unreachable over two scheduled shifts, contact human resources. Document the fact that you have attempted to contact them.

Usually, a Corrective Action Memo is suitable in a ‘no-call-no-show’ situation. Make it clear that you expect preemptive notice from employees whenever there is a chance that they may be absent or tardy from a shift. Make the consequences of this sort of behavior clear.



Helpful Bob says: "It is essential to maintain clear and consistent lines of communication with your employees. Keep your phone records up to date and establish your preferred methods of contact early on. Make sure that you are as easy to get ahold of as you would like your employees to be. Are you comfortable 'texting?' Your employees certainly are, and they're much more likely to respond to these 'low maintenance' methods of communication."

End of Employment

What do I do with an employee who wants to resign?

Because our student employees are 'At Will,' they are free to terminate their employment whenever they see fit. When this is the case, complete a Change of Employment Status (PER4) for [\(A-4\)](#) available on the '[HR Forms](#)' web site, and submit it to the Human Resources office.

Some notes on the Change of Employment Status Form:

- The more information you can provide on the form, the better.
- It is preferred that a student complete an [official resignation letter \(A-10\)](#) to accompany the Personal Action Document.
- If the student leaves without prior notice and does not return, the Personal Action Document can and should be submitted without a resignation letter or employee signature.

How do I terminate an employee?

Please check with Human Resources before initiating termination proceedings.

If an employee stops working for a period of time, will their employment status be terminated in Banner?

Yes. The Human Resources office runs periodic sweeps of employees who have been inactive for 90 days or more and terminates them. If supervisors wish to re-establish these employees, there is a rehiring process which varies in requirements based on how long an employee has been inactive.

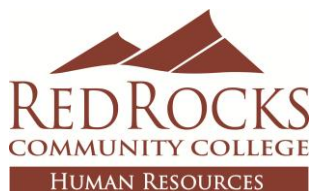
Additionally, all student employment is terminated at the end of the spring semester each year. To retain an eligible employee from one semester to the next, a new Employee Referral Form and Appointment Form is necessary, but no additional new hire paperwork is required.

What if I want to rehire an employee who has worked for me previously?

Eligible Work-Study and Student-Hourly employees can be re-hired at will. However, depending on how long they have been inactive as employees, some degree of additional documentation will be required. At the very least, new Referral Forms and Appointment Forms must be completed.

Work-Study students are not guaranteed renewed funding each semester. If there is a Work-Study student that you would like to retain into the next semester, contact the Financial Aid office to find out what is required.

- Note: to increase the chances of successfully renewing a Work-Study employee, contact the Financial Aid office early in the semester *prior* to the semester in which the student will be renewed.



[Department Name]

[Position Name]

Work Study or Student Hourly

Job Description: [Give a general overview of what the position entails and what sort of work the student can expect.]

Job Requirements: [Here, list skills and qualifications that you would like from your candidates. Include special availabilities, specific competencies or fields of interest. The following section must be included in your job posting.]

You must be eligible for student employment (enrolled in a minimum of six (6) credit hours for the semester in which you will be working) to apply for this position.

Skills you will gain/enhance: [This is an optional field, but it is a good way to attract motivated candidates who are looking for real-world experience in a field that interests them.]

Job Payment Information:

Wage: \$8.25-9.00 per hour

Paid: Bi-weekly (Fridays)

How to Apply:

1. Go to the Human Resources Office or the Financial Aid Office to procure a Student Employee Referral Form.
2. Visit the Financial Aid office to see if you are eligible for Work-Study funds.
3. Contact [supervisor at email and phone] to discuss the advertised position.

Red Rocks Community College is committed to diversity in its people and programs. The College is an equal opportunity educational institution and does not discriminate on the basis of disability, race, creed, color, sex/gender, sexual orientation gender identity, religion, age, national/ ethnic origin, pregnancy status, veteran's status, genetic information, physical or mental disability, or any other category protected by applicable law, in its employment practices or educational programs and activities.

RRCC has designated the Executive Director of Human Resources as its Affirmative Action Officer/Equal Opportunity Administrator/Title IX Administrator with the responsibility to coordinate its civil rights compliance activities and grievance procedures. For information, contact Bill Dial, Executive Director of Human Resources, Title IX Coordinator, Title VII/Equal Opportunity Coordinator, ADA/Sec 504 Coordinator, 13300 West Sixth Avenue, Lakewood, CO 80228. 303-914-6298. Bill.Dial@rrcc.edu



Red Rocks Community College

Student Employment Application

Please type or print in blue or black ink only

Personal Information:

Name: _____ S#: _____
Last First Middle Initial

Address: _____ Home Phone: _____ - _____ - _____
Street Apt/Box #

_____ Cell Phone: _____ - _____ - _____
City State Zip Code

Email: _____ Work Study Award: Yes / NO

Are you legally eligible for employment in the United States at the time of application?

Yes ☐ No ☐ *Proof of citizenship or immigration status will be required within three days of employment.*

What skills or additional training do you have related to the job for which you are applying?

Microsoft Office experience (Word, PowerPoint, Excel, Access)

Office equipment experience (Fax, Copier, Computer, Phone)

Availability:

Please indicate class dates and hours along with work availability.

Days	8-9am	9-10am	10-11am	11-12pm	12-1pm	1-2pm	2-3pm	3-4pm	4-5pm
Monday									
Tuesday									
Wednesday									
Thursday									
Friday									
Saturday									

How many hours would you like to work per week? _____ (Not to exceed 20 while class is in session).

Questions NOT to ask.....

1. What is your age?
2. What is your date of birth?
3. Do you have children; if so, how old are they?
4. Which church (if any) do you attend?
5. Are you married, divorced, widowed or separated?
6. Have you ever been arrested?
7. What kind of military discharge do you have?
8. What clubs/organizations do you belong to?
9. Do you rent/own your own home?
10. What does your spouse do for a living?
11. Who lives in your household?
12. Have your wages ever been garnished?
13. What was your maiden name?
14. Have you ever filed any worker's compensation claims?
15. Would your spouse object to you working evening/weekends?
16. Do you have any objections to working Sundays and/or holidays?
17. Do you have any conditions that will prohibit you from performing this job?

PERSONNEL ACTION DOCUMENT
-CHANGE OF EMPLOYEE STATUS-



Name _____ S# _____
(Last) (First)

Effective Date _____ Social Security # _____ - _____ - _____ Department _____ Position # _____

☐ Administrator ☐ Classified ☐ Faculty ☐ Non-Student Hourly ☐ PT Instructor ☐ Student Worker ☐ Tech Pro ☐ Temp

SEPARATION FROM EMPLOYMENT

Last Date Worked _____ Unused Annual Leave _____ (HRS) Unused Sick Leave _____ (HRS)

☐ Dismissal (Contact the Human Resources Office Prior to Initiating Dismissal Actions) ☐ End of Temp Appt ☐ Resignation

☐ Retirement ☐ Transfer to Another State Agency – Agency Name _____ ☐ Other _____

LEAVE (CHECK ALL THAT APPLY) ☐ With Benefits ☐ Without Benefits ☐ Return From Leave

☐ FMLA ☐ Leave Without Pay ☐ Medical ☐ Military ☐ Sabbatical ☐ Worker's Comp ☐ Other _____

Date From _____ Date Through _____ Total Hours _____

EMPLOYEE STATUS CHANGE Reason _____

☐ Classification Change From _____ To _____

☐ Appointment % Change From _____ To _____

☐ Salary Rate Change From _____ To _____

☐ Department Transfer From _____ To _____

☐ Department Home Org Change From _____ To _____

☐ Position Number Change From _____ To _____

☐ Title Change From _____ To _____

☐ Supervisor Change From _____ To _____

FUNDING ORG CODE CHANGE

From ORG CODE _____ Percent _____ To ORG CODE _____ Percent _____

From ORG CODE _____ Percent _____ To ORG CODE _____ Percent _____

NAME, PHONE, ADDRESS & EMAIL CHANGES New Email Address _____

New Name _____ New Address _____

New Phone _____

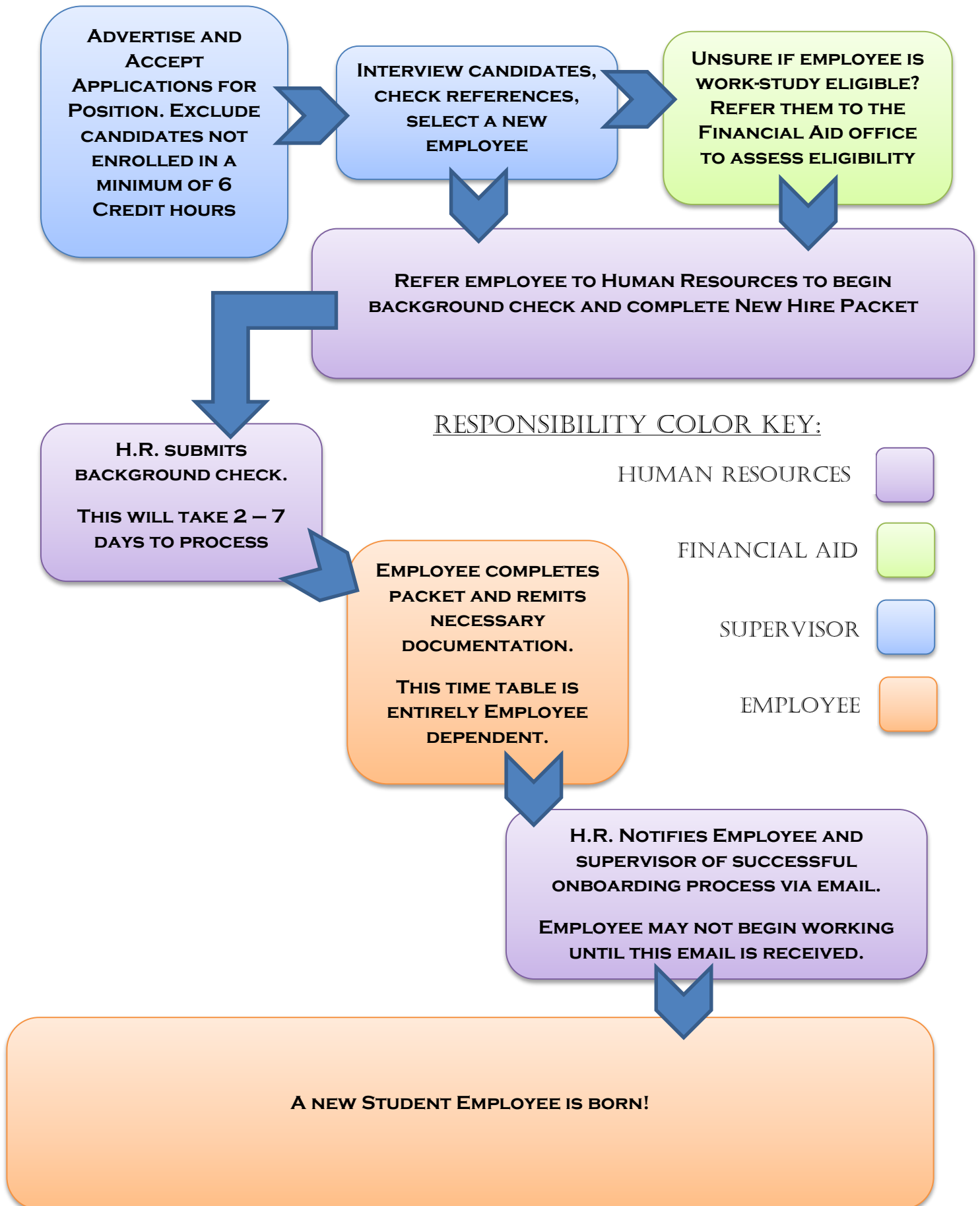
Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

HR Signature _____ Date _____

Second Level Supervisor Signature _____ Date _____

WORK-STUDY AND STUDENT-HOURLY HIRING PROCESS



REQUIRED – Please check appropriate reason for paper vs electronic timesheet:

☐ Electronic timesheet not available to employee

☐ Electronic timesheet not in supervisor list

☐ Exception granted (SACC only multiple org codes)

☐ Missed deadline for entry

☐ Other

NAME: _____

(LAST) (FIRST) (INITIAL)

DEPARTMENT EMPLOYED BY:

TOTAL HOURS WORKED PER DAY (Round off to the nearest quarter hour in decimal format.)*

$$\frac{\text{REG HOURS}}{\text{RATE}} = \text{GROSS PAY}$$

EMPLOYEE'S SIGNATURE	DATE	EXTENSION
----------------------	------	-----------

I hereby certify the hours reported above are an accurate account of the hours worked by this employee in my department.

SUPERVISOR'S SIGNATURE	DATE	EXTENSION
------------------------	------	-----------

NOTE: All paper timesheets must be turned in by the supervisor

Any person who knowingly makes a false statement or a misrepresentation on this form shall be subject to disciplinary action and also may be subject to a fine of not more than \$10,000 or imprisonment for not more than five (5) years, or both, under provision of the United States Criminal Code.

SUPERVISOR NOTE: PLEASE RETAIN A COPY OF THIS TIMESHEET FOR YOUR FILES.

* CONVERT MINUTES TO DECIMALS

15 MIN ■ 25

30 MIN = 50

45 MIN. = .75

Audited by

EARNINGS CODE

SAMPLE DEPARTMENT TEMPLATE

Employment Expectations for all Student Employees
(Customize to your Department)

Department Mission Statement

DEPARTMENT EXPECTATIONS OF STUDENT EMPLOYEES

- **Reliability:**
 - Report to work on days scheduled
 - Report to work on time
 - Call direct supervisor if unable to report to work, or if reporting to work late.
- **Discretion:**
 - Confidentiality is required when dealing with student records as well as all facets of responsibilities
 - Use good judgment in appropriate office behavior
 - Keep personal conversations to a minimum, in the office setting, as well as in contact with customers
 - Maintain a professional demeanor while at work.
- **Follow Directions**
 - Be receptive to constructive suggestions given by office staff.
 - Follow office policies and procedures.
 - Never hesitate to ask questions!
- **Honesty and Integrity**
 - Record correct hours worked on timesheets.
 - When mistakes are made (we ALL make them!) talk with supervisor about correcting the mistake.
- **Dress Code**
 - Reasonable jeans are allowed – no cutoffs or shorts
 - No crop tops
 - No short skirts or tee-shirts with offensive writing on them
 - Business/Professional attire preferred
 - Long hair is to be pulled back, away from face

SKILLS NEEDED for EMPLOYMENT

- **Add skills**

WHAT CAN STUDENT WORKERS EXPECT FROM US?

- Thorough training
- After a successful work experience in the Office, student workers can expect a reference/recommendation for future employers. A great resume-builder!
- Periodic performance reviews – an opportunity to visit with your supervisor, and review your progress.
 - Two weeks after date of hire _____
 - Monthly, thereafter _____
- Mutual respect!
- Flexibility (within reason) with work schedule, especially around student's final exams and necessary personal appointments (i.e. dentist, doctor, etc)

Student Employee Signature

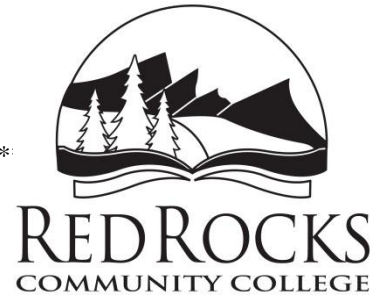
Date

Supervisor Signature

Date

MEMORANDUM

To: STUDENT
From: SUPERVISOR
Date:
Subject: Corrective Action - ISSUE



This memo is intended as a written letter of corrective action concerning the following performance problem:
ISSUE

Observed behavior and necessary corrective action:

- On DATE, DETAILS OF ISSUE
- NECESSARY ACTION TO CORRECT ISSUE
- CONSEQUENCES OF FAILURE TO CORRECT

Supervisor

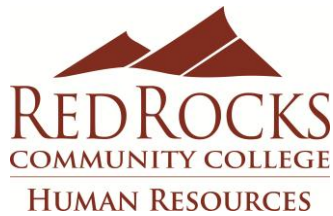
Date

Second Level Supervisor

Date

Employee

Date



OFFICIAL RESIGNATION LETTER

Instructor/Hourly/Student Employee

I, _____, of my own free will, hereby resign from the position of

in the division of: _____.

Reason:

My last working day will be/was _____.

Employee Signature Date

Accepted ☐ _____
Supervisor Signature Date

Please submit completed form to Human Resources two (2) weeks prior to last day of work.

Red Rocks Community College – 13300 West Sixth Avenue, Lakewood CO 80228