



Blackburn College Work Program Policy

Revised by 2025-2026 Work Program Policy Committee

Approved by Work Committee 5/6/26

Approved by Board of Trustees 6/6/26

Table of Contents

Student Work Program	2
Introduction	2
Hiring	6
Placement	6
Hiring By Position	6
• Returning Students/ General Workers	6
• Crew Heads	7
• Assistant Managers	7
• Department Managers	7
• General Managers	8
Appeal of Hiring Decisions	8
Work Conduct System	18
Work Infraction Processes	18
Work Violations	19
Specific Infractions & Actions	19
Conduct Meetings	20
Work Contracts & Probation	20
Termination & Suspension	21
Appeals Board	21
Manager Disciplinary Actions	21
Replacement of Managers	21
Work Committee Visitor Policy	22

Student Work Program

WORK PROGRAM MISSION STATEMENT

The mission of the Blackburn College student-managed Work Program is to prepare students for a successful transition to life, work, and career after college. To support this transition, Blackburn College provides the following:

- Learning and development through work, internships, and service
- Community Engagement
- Student development of lifelong values emphasizing transferable skills, responsibility, accountability, and work ethic
- Co-curricular opportunities to apply what is learned in the classroom
- Reduction of the cost of a four-year, private college education through student employment

Student participation supports the campus community by meeting the operational needs of the college.

INTRODUCTION

The Work Policy contains guidelines by which the Work Program functions and cannot be superseded by any other campus guidelines. Each teaching supervisor and a worker is issued a copy of the guidelines and is responsible for being familiar with and abiding by the said guidelines. Comments and suggestions are welcome, as student involvement helps to make Blackburn unique.

Two student general managers oversee the Work Program. 12 departments provide the essential work and services both on and off campus, and each department is run by a student manager. Department managers hire fellow students as assistant managers and crew heads, which vary depending on individual department and campus needs. Student management, with the advice and support of department supervisors and/or professional staff, is responsible for the organizing, hiring, training, leading, supervising, and evaluating of the student workforce.

The department managers, under the leadership of the two general managers, constitute the Work Committee. The Work Committee, with the advice and support from the Dean of Work and Associate Dean of Work, is responsible for the overall administration of the Work Program. This includes the development, implementation, and monitoring of the Work Program policies. As a management team, they are responsible for assuring that the student employment needs of the campus are met, as well as for the continued growth and improvement of the Work Program. The General Managers and Dean of Work report directly to the Office of the President.

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 in Parkville, Missouri. Originally, students worked under the direction of two professional supervisors. Several years after the program was instituted, student management positions were created, and the responsibility 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 an important part of the Work Program at Blackburn College.

Competencies

The Work Program is an important part of student learning, personal growth, and hands-on leadership experience. In addition to the many different job-specific skills acquired by students, the dynamics of Blackburn's student-managed Work Program create opportunities for the development of student leadership. The Work Program facilitates student learning and growth in the following areas, which have been identified as the program's learning outcomes. These competencies are based on NACE Competencies and reflect the Work Program.

- Personal Responsibility
- Social Responsibility/Teamwork
- Communication – Sending
- Communication – Receiving
- Adaptability
- Initiative
- Leadership
- Problem Solving
- Job Specific Skills
- Interpersonal Relationships
- Project Management

The Work Program is a community effort, with student work being relied upon to help provide services essential to college operations. When students share, feel a sense of belonging, and contribute through their work, they develop a deeper connection to their community.

TYPES OF JOBS PERFORMED BY STUDENTS

Academic Services: Students provide support to faculty by working in positions such as Tutors, Teaching Assistants, Faculty Assistants, and Student Teachers within the community, all working to support the Blackburn community through hands-on teaching opportunities and professional development. Their goal is to enhance academic life by providing instructional support, grading, study sessions, administrative assistance, and event planning. Student teachers provide support to local school districts.

Administration: Students support for administrative offices, including Admissions, Business Office, Career Services, Advancement/Alumni Affairs, Financial Aid, Institutional Research, Office of the President, Office of the Provost, Public Relations, Records, and the Work Office. Students serve as office assistants, research assistants, technical support, public relations writers/photographers, bookkeeping assistants, and campus tour guides.

Athletics: The Athletics Department at Blackburn College offers student employment across a variety of roles supporting athletic events and daily operations. Positions include game staff, who are responsible for event setup, teardown, and facility oversight; Sports Information Directors, who report stats and write recaps; grounds crew, who maintain fields and assist with athlete care; and coaching assistants, who support teams with errands and logistics. Other roles include intramural staff, marketing and promotions, and photography. To support the Athletics Department operations all workers may be assigned to game day or facility duties as needed.

Bookstore: The Bookstore Department is responsible for excelling in customer service while providing textbooks, supplies, merchandise, stamps, and clothing to the campus and community. The department is also responsible for sorting and distributing U.S. and campus mail, as well as providing Auxiliary services and event setups for the campus. Auxiliary services and event setup are also the responsibility of the student workers.

Campus Maintenance: Student crews within the Facilities Department support various operational areas, including Carpentry, Utilities (Plumbing and Electrical), HVAC, Groundskeeping, Event Setup and Teardown, and Motor Pool services. These student workers play a vital role in helping maintain and improve campus facilities by assisting with repairs, installations, and daily upkeep. Under the guidance of experienced supervisors, students gain hands-on experience using industry-standard tools and equipment while learning essential trade skills. Responsibilities may include assembling and repairing furniture, assisting with plumbing or electrical projects, maintaining heating and cooling systems, preparing outdoor spaces, supporting campus events, and servicing campus vehicles. This program offers valuable practical experience for trades, engineering, or facility operations students.

Campus Safety & Security: Students support campus safety operations by performing various duties, including monitoring on-call phones, campus patrols, escort services, building security (such as daily lock and unlock procedures), issuing parking citations, and assisting with safety management during campus events.

Campus Services: Student workers are responsible for the daily cleaning and upkeep of all residence halls, academic, and administrative buildings. They support the college by maintaining common areas such as hallways, stairwells, parlors, and restrooms to ensure a clean and welcoming environment. Weeknight and Saturday crews address work orders and tasks that are challenging to complete during regular shifts during campus office hours.

Community Services: Student workers in the Community Services Department provide valuable support to the local Carlinville community by serving as teaching assistants and classroom aides within the Carlinville School District and entry-level office assistants in various local nonprofit organizations. Job placements include the Carlinville Primary and Intermediate Schools, Carlinville Head Start, Catholic Charities, Transition to Life (On-Campus), the Carlinville Food Pantry, and the Macoupin Center for the Developmentally Disabled. Students must pass a background check and have reliable transportation to and from their assigned job site to be eligible for placement in this department.

Dining and Hospitality: Students workers in this department have the opportunity to work alongside professional staff from Fresh Ideas. Students grow and learn culinary skills and proper food handling skills as a culinary assistant. Student workers establish close connections with the staff and faculty, and gain important customer service skills. This department teaches the basic cleaning and sanitation skills inside a kitchen/restaurant. Our goals are to provide an excellent culinary and dining experience for the Blackburn community and guests.

Lumpkin Student Success Center: The department's goal is to aid all students to a successful career, by meeting all students' academic, personal, and emotional needs. Student workers are engaged in a variety of tasks. These include, but are not limited to: circulation of library and research material, providing quality customer service, providing success coaching and peer mentorship to students, maintaining the cleanliness of the Lumpkin facility, operating library computer software, individual and/or cooperative project work, retrieving archival materials, and providing security for all Lumpkin technology. Students support people using the computer lab.

Snack Bar: Student workers prepare and serve food and drinks while performing exceptional customer service. Simultaneously, they maintain sanitary conditions in the food preparation area and dining areas, which include keeping merchandise stocked, recording sales on the cash register, and performing other duties as needed.

Student Life: The Department of Student Life at Blackburn College provides a variety of student roles that help create a safe, welcoming, and engaging campus environment. Residence Life staff, including Resident Directors and Resident Assistants, are responsible for student safety, programming, and building upkeep. Housing Assistants support the Director of Housing with administrative tasks and oversight. Student Activities Coordinators (SAC) plan events through the Campus Activities Board, while Office Assistants manage daily office tasks and support the Student Resource Center. Intercultural Services team members help promote inclusivity by coordinating with DEIB staff and student organizations. All office-based workers also participate in a rotating cleaning schedule.

Hiring

Placement

1. Placement for New Students

- **Process:**
 - New students fill out the Work Program Application located on the Blackburn website on or before admitted students day. This application can be updated anytime until the time of placement.
 - Students are encouraged to discuss their interests with Supervisors and Department Managers.
 - The application is sent to the Work Office and placed in a spreadsheet with all incoming students' information.
 - The spreadsheet is kept and updated by the Work Office and is available upon request by managers, supervisors, and GM's to aid in the Fall hiring process throughout the summer months.
- **Notification:** Within 48 hours of placement decisions, department managers notify students and supervisors about placement via Blackburn email.

2. Placement for Returning Students

- **Process:** If returning students do not secure positions by the end of the preceding semester, the Work Committee will place them, considering campus needs, student interests, qualifications, and work record.
- **Notification:** Within 48 hours of placement decisions, department managers notify students and supervisors about placement via Blackburn email.

The Work Committee will receive the Diversity, Equity, Inclusion, and Belonging (DEIB) Hiring Committee Guidelines and need to acknowledge agreement before placement. The agreement will be placed in their personnel file.

Hiring By Position

1. Returning Students/ General Workers

- **Application Process:**
 - **Job Posting:** Positions must be advertised for 5-10 business days with the following details:
 - Application deadline, job qualifications, application requirements, Equal Opportunity statement, and contact information.
 - **Advertisement Locations:** Outside the Work Office, during the Job Fairs, on the Handshake website, and on other campus platforms.
 - **Application:** Submit a resume on Handshake.
 - **Selection:** Supervisors and Managers review applications, interview all qualified candidates, and submit hiring recommendations to the Work Office.
- **Notification:**
 - Candidates are notified within 2 business days after interviews conclude.
 - Upon Request, feedback will be provided to non-hired applicants.

2. Crew Heads

- **Application Process:**
 - **Job Posting:** Positions must be advertised for 5-10 business days with the following details:
 - Application deadline, job qualifications, basic job description, application requirements, Equal Opportunity statement, and contact information.
 - **Advertisement Locations:** Outside the Work Office, during the Job Fairs, on the handshake website, and on other campus platforms.
 - **Eligibility:** Candidates must be in good academic, work, and social standing.
 - **Application:** Submit a resume on Handshake.
 - **Selection:** Supervisors and Managers review applications, interview qualified candidates, and submit selections to the Work Office.
 - **Notification:**
 - Candidates are notified within 5 days after interviews.
 - Upon Request, feedback will be provided to non-hired applicants.
-

3. Assistant Managers

- **Application Process:**
 - **Job Posting:** Positions must be advertised for 5-10 business days with the following details: with additional requirements like cover letters and recommendations.
 - **Advertisement Location:** Outside the Work Office, during Job Fairs, on the handshake website, and on other campus platforms.
 - **Eligibility:** Candidates must be in good academic, work, and social standing.
 - **Application:** Submit a resume through Handshake.
 - **Selection:** Supervisors and Managers review applications, interview qualified candidates, and submit selections to the Work Office.
 - **Notification:**
 - Applicants will be notified within 5 days of interviews, with feedback provided to non-hired candidates.
 - Upon Request, feedback will be provided to non-hired applicants.
-

4. Department Managers

- **Application Process:**
 - **Job Posting:** Positions are advertised for 5-10 business days with additional application requirements (cover letter, diversity statement, and recommendations).
 - **Advertisement Location:** Outside the Work Office, during the Spring Job Fair, on the handshake website, and on other campus platforms.
 - **Eligibility:** Minimum 2.7 GPA, must be in good academic, work, and social standing.
 - **Application:** Submit a resume, letter of intent, diversity statement, and 2 letters of recommendation through Handshake.

- **Interviews:** Conducted with required interviewers, including the Dean of Work, supervisors, Department Manager, and GMs.
 - **Rehire Process:** If the current manager applies and no other candidates apply, the position is reviewed with the Dean of Work.
 - **Notification:**
 - Applicants will be notified within 5 days of the interview
 - Upon Request, feedback will be provided to non-hired applicants.
-

5. General Managers

- **Application Process:** Submit a resume, letter of intent, diversity statement, and 2 letters of recommendation through Handshake.
 - **Advertisement Location:** Outside the Work Office, Work Program info sessions, on the handshake website, and on other campus platforms.
 - **Eligibility:** Completed 2 semesters in the Work Program, 2.5 GPA requirement, and must be in good academic, work, and social standing.
 - **Interviews:** Conducted by current GMs, Department Managers, the Dean of Work, and Associate Dean of Work.
 - **Rehire Process:** If the current GM is reapplying with no other candidates, a review is conducted.
 - **Notification:**
 - Applicants are notified within 5 days of the interview
 - Upon Request, feedback will be provided to non-hired applicants.
-

6. Appeal of Hiring Decisions

- **Process:** Students can raise concerns with the Dean of Work within 48 hours after receiving feedback on their hiring status. The Dean will assist in informal mediation or guide the student in submitting a formal appeal if needed.
 - **Formal Appeal:** Must be submitted to the Appeals Board Chairperson within 48 hours of meeting with the Dean of Work or conclusion of informal mediation if a resolution is not achieved.
 - **Appeal Grounds:** Appeals must be based on evidence of unfair actions or improper procedures.
 - **For More Information on the Appeals Process:** Refer to the section titled “Work Conduct System.”
-

Consensual Relationship Policy

Given the student-managed nature of the Work Program, it is inevitable that students in platonic, romantic, or sexual relationships will share the same workplace. To prevent real or perceived bias in managerial and evaluative decisions, student leaders must remove

themselves from hiring, evaluation, and disciplinary actions involving individuals with whom they have close relationships, including significant others, and relatives.

All students are expected to maintain professionalism and ensure personal relationships do not influence workplace decisions. Failure to do so may result in termination from their position. Student leaders, in particular, are expected to uphold these standards while enjoying the full range of opportunities offered at Blackburn College. Supervisors may serve as mediators or provide third-party perspectives when necessary.

Job Reassignment Based on Campus Needs

If worker reassignment is required to meet campus needs, the Work Committee will determine transfers based on qualifications, class schedules, and departmental impact. Managers may reject candidates for valid reasons, such as inadequate qualifications or poor work history. All reassignments are tracked in the Work Office.

Additional Job Openings During the Semester

Departments requesting additional student work hours beyond initial allocations must submit a request to the Work Committee. Approval will be granted only if current campus needs are met and the new position benefits the institution. Approved reassignments and new positions are documented in the Work Office.

Job Transfers and Vacancies

Transfers may be granted for documented medical reasons or class/work schedule conflicts. Job transfer requests for other reasons are discouraged. Both the current and new department managers and supervisors must approve the transfer. If a one-for-one job switch is necessary, the requesting student must find a willing participant. Students should consult department managers for guidance.

Students may accept job offers for approved vacancies but must provide at least one week's notice to their current supervisor. The current and new supervisors must coordinate arrangements and complete a Job Transfer Form before finalizing the transfer. Unapproved job transfers will not be recognized.

Promotion and Demotion of Student Leaders (Excluding Department Managers)

Demotion: Before a student is demoted from a leadership role, they must first be placed on a Personal Improvement Contract to allow improvement. If no progress is within the specified

time frame, demotion may follow. Immediate demotion may occur for serious violations such as time card fraud or substance use on the job. A demoted student may retain their tuition job.

Promotion: Immediate promotion to a leadership position requires Work Committee approval. The process includes representation by the department manager and a work supervisor at the Work Committee meeting (via in-person, phone, or letter). Candidates for promotion must demonstrate leadership, reliability, integrity, and innovation. General workers may be promoted to Crew Heads or Assistant Managers as needed.

Student Break Work

Faculty and staff may request student workers for winter, spring, and summer breaks. The Dean of Work coordinates this process, which includes, hiring, advertising available positions weeks in advance. Students must submit applications on Handshake, supervisors must remain unbiased in their hiring decisions. Students placed on academic, social, or work probation may petition to the Dean of Work.

Students placed on academic probation after being hired may petition the Dean of Work to retain their job. Justifications must include the supervisor's need for the student's skills and the student's explanation of how the job supports their academic success.

Students on academic suspension before summer break may also petition to work. If approved by the Provost, they must enroll in at least one summer class and work no more than 25 hours per week. If denied, the Dean of Work may permit up to full-time employment for up to 30 days post-graduation, pending administrative approval.

Break employment may be full-time (32-40 hours per week) or part-time (less than 32 hours), depending on job demands and budget allocations. Students must sign an employment agreement and have proper tax documentation on file. Employment may be terminated at any time due to lack of need, poor performance, or misconduct. Compensation follows federal/state laws for student workers. Students using tuition hours during breaks must obtain Dean of Work approval. Pay dates are the 15th and 30th (or nearest business day) of each month.

Temporary Leave Guidelines

Studying Abroad: Students studying abroad must submit a request to the Work Committee to ensure their position is held for one semester (Fall-Spring or Spring-Fall). The temporary worker must sign a Temporary Leave Substitute Contract. If forms are not submitted, the position cannot be secured or temporarily filled. Temporary positions must be advertised per Work Program hiring policies.

Medical Leave (Personal or Family): Students taking a medical leave must submit a Temporary Leave Position Request Form with medical documentation. Positions are secured for one semester. Temporary workers must sign a Temporary Leave Substitute Contract. Positions not formally secured will be reopened to the campus if the student does not return after the semester. Openings must be advertised per Work Program policies.

This policy ensures fairness, professionalism, and accountability while maintaining opportunities for student workers within the Work Program.

Fundamental Rights and Responsibilities of Student Workers

The Work Program is open to all students regardless of race, religion, creed, national origin, gender, sexual orientation, disability, age, military status, or marital status. Complaints regarding civil rights violations are encouraged to be submitted in writing to the Vice President of Student Life and Dean of Students, who will review the complaint and make a decision. The complaint form is also available online.

Students requesting workplace accommodations due to a physical or mental disability or medical condition should contact the Dean of Work. The student and the Dean of Work will engage in an interactive process to review the job description and discuss potential accommodations.

Student worker records are confidential and comply with the Family Educational Rights and Privacy Act (FERPA). These records include job applications, evaluations, and work conduct and may be shared with authorized college personnel who need to know. Students can review and suggest edits to their records.

Students are expected to meet performance standards in their work assignments and are evaluated accordingly. They may contribute to policy-setting in the Work Program and are responsible for following all guidelines.

Rights Under the Warning System and Appeals Procedure:

- To hear charges against them.
- To have a Blackburn community member present for support.
- To receive at least 24 business hours' notice before a hearing.
- To appeal Work Infractions, probation, termination, or suspension.

The College upholds a harassment-free work environment. Allegations of harassment follow the policies outlined in the Student Handbook. Other misconduct is handled through the Work Program conduct process. The Office of the President holds final authority in all disciplinary matters.

Work Requirements and Options

Work Hours Requirement:

- Students work 150 hours per semester for a tuition reduction of \$4,000 a semester.

Paid Work Hours:

- Supervisors and student managers may request specific workers be approved to work paid hours.
- Students must be in good academic and social standing.
- A paid hours contract and tax forms must be completed prior to the paid hours contract starting.
- Paid hours are limited to 10 hours per week unless an exception by the Dean of Work is granted.
- Students need to be on time with tuition hours before earning paid hours.
- Students are responsible for abiding by department guidelines for.
- Students are encouraged to set up direct deposit.

Non-Resident Student Participation:

- Commuter students are not required to participate but must complete a Work Program Participation Form if they choose to.
- They must commit to one full semester and be enrolled full-time (12+ credit hours).
- They are subject to the same work requirements as resident students.

Work Schedules:

- Departments are not required to schedule around extracurricular activities or off campus jobs, with the exception of athletics.
- Students may work up to 20 hours per week.
- Students working 7.5 hours or more must consequently take a 20-minute unpaid break within the first five hours of their shift.
- Exceptions for working more than 20 hours per week require Dean of Work approval.

Working While in Class:

- Work hours must not conflict with class schedules. Students may work during a cancelled class as long as the Work Office and Provost Office are sent an email confirmation of the cancelled class.
- Students working tuition or paid hours during scheduled class time will be referred to the Work Conduct system.

Wages and Compensation

Payroll:

- An electronic time system (Eselfserve) tracks hours.
- Direct Deposit forms are available in the Work Office.
- Taxes are withheld as required.
- W-2s are issued by January 31.

Other compensation:

- Some student positions issue stipends, which are processed through payroll have taxes withheld and appear on W-2s.
 - Non-payroll stipends may be issued as a 1099.
 - Awards, prizes & gifts are considered taxable income.
 - If an award, prize, or gift is processed through payroll, taxes are withheld and included on W-2s.
 - If not, it may appear on a 1099.
-

Meetings and Training

Required Department Meetings:

- Students clock in during mandatory meetings.
- Unexcused absences may result in work infractions.
- At least 48 hours' written or electronic notice must be given before a mandatory meeting.

Required Training:

- Departments may require training for professional development.
 - Students are compensated during required training.
-

Semester Career Option

- Students in approved off-campus internships or student teaching may receive up to 150 tuition hours.
- Eligibility: Full-time enrollment in the prior semester and at least two semesters of Work Program participation.
- Petitions must be submitted within the first 10 days of the semester.
- Internship credit hours translate into Work Program hours (e.g., 3 credit hours = 45 work hours).
- Tuition hours cannot exceed 150.

- Semester Career option is available for one semester; a second semester requires special approval.
- If an internship is not completed, work hours are adjusted accordingly.
- Internship supervisors must approve Work Program students' timecards.

On-Campus Internships:

- Eligible for tuition reduction and potentially additional pay for extra hours.
 - Approval and registration procedures are the same as for off-campus internships.
 - Forms must be submitted within the first 10 days of the semester.
-

Banking and Rolling Hours

- Students may petition to bank or roll extra hours from the fall to the spring semester.
 - A maximum of 40 hours may be banked or rolled.
 - If a student does not return, banked hours are credited at minimum wage, and rolled hours are billed to the student.
 - Petitions must be submitted by the last work committee meeting of the semester.
 - The Work Committee may approve only a portion of the requested hours.
 - Unfulfilled rollover hours result in billing.
-

Safety on the Job

- The College is committed to safe working conditions.
- All workers must follow safety procedures outlined in department guidelines.
- Safety concerns should be reported to the Director of Campus Safety.
- While using campus vehicles, students must obey all rules and laws.
- Campus vehicles may only be used for work-related purposes; giving rides to other students is prohibited.

STUDENT USE OF PERSONAL VEHICLES FOR WORK-RELATED REASONS

For safety and liability reasons, student use of personal vehicles for Work Program job responsibilities is limited to essential work. Whenever possible, students should use college vehicles. To operate a college-owned, leased, or borrowed vehicle, students must obtain approval from the Motor Pool Office in the Physical Plant.

Jobs requiring frequent or regular off-campus travel are discouraged. If a college vehicle is unavailable and travel is within campus or the Carlinville community, students may use personal vehicles under these conditions:

- The student chooses to do so voluntarily and has supervisor approval.
- The student has submitted the following to the Work Office:
 - A valid driver's license.
 - Proof of auto insurance.
- Mileage reimbursement is available upon request, charged to the employing department (contact the Business Office).

NOTE: Community Services Department workers, except for the Department and Assistant Managers handling management duties, may not use personal vehicles for off-campus work, except to commute to job sites.

PERSONAL INJURY ON-THE-JOB

Work-related injuries must be reported immediately to the supervisor, who will ensure medical treatment and proper procedures are followed:

- An Injury/Illness Report must be submitted to the Physical Plant Coordinator within 24 hours, with copies sent to the Dean of Work, Manager, and General Managers.
 - If hospitalization is required, the supervisor must notify the Student Life Office (or the Resident Director on duty), the Dean of Work, and the Manager as soon as possible.
 - The college is not responsible for injuries resulting from horseplay on the job.
-

DAMAGE TO PERSONAL OR COLLEGE PROPERTY

Any damage to personal or college property must be reported immediately to the supervisor. If the incident involves a vehicle accident off-campus, the worker must also notify the police. On-campus incidents involving student, staff, faculty, or visitor property must be reported to campus police.

- The supervisor must inspect the damage and submit a Property Damage Report to the Business Office within 24 hours, with copies to the Work Office.
-

TIME AND ABSENCE POLICY

Work Absence:

- Follow department-specific guidelines for reporting absences.

Recording Hours/Time Cards:

- Hours must be recorded on eSelfserve and approved by the supervisor.
- Students receive cumulative work time updates via Blackburn canvas shell. Discrepancies must be reported to the Work Office.
- Supervisors approve timecards by deadline to ensure the pay period dates remain accurate.

Completion of Hours:

- Students cannot work beyond 150 hours per semester unless approved for banking hours or paid hours.
- A rounding rule applies: 149-151 hours is considered meeting the requirement.

Under-Time Hours:

- Any missed work accumulates as overtime.
- At 10 or more under-time hours, students must sign an Under-time Contract and make up the hours.
- Military service is an excused absence if proper procedures are followed.
- In exceptional cases, students may request an Under-time Waiver at least two weeks before the semester ends, with documentation.
- Students withdrawing mid-semester or failing to meet tuition work requirements will be billed for unearned tuition credit.
- Students over 20 hours behind at semester's end are placed on Work Probation.
- Students over 40 hours behind are placed on Work Suspension and cannot return the next semester without appeal approval from the President.

Substitution Policy:

- Students must notify supervisors and secure a substitute if unable to work.
 - The substitute receives credit for the hours worked; the absent worker must make up the missed hours.
 - Substitutes must be department workers unless otherwise approved.
-

STUDENT WORKER BEREAVEMENT POLICY

Immediate Family (Parents, Guardians, Grandparents, Siblings, Spouses):

- Up to 5 bereavement leave days (consecutive or split within two weeks of request submission).
- Must request leave at least 24 hours in advance.
- Missed hours must be made up.

Other Relatives and Close Friends:

- 3 bereavement leave days.
- Must request leave 24 hours in advance.
- Missed hours must be made up.

For questions, contact the Work Office.

WORK PERFORMANCE APPRAISAL & ASSISTANCE

Competency Development: Students are evaluated each semester based on the following the National Association of Colleges and Employers (NACE) competencies:

- Career and Self Development
- Communication
- Critical Thinking
- Equity and Inclusion
- Leadership
- Professionalism
- Teamwork
- Technology
- Job Specific Skills

Supervisors and student managers complete evaluations, offering feedback on work performance and areas for improvement. Evaluations are stored in the Work Office. New competencies may be proposed to the Assessment and Work Committees.

Honor Workers: Each semester, all twelve departments select an honor worker based on:

- Work quality and effort
- Positive attitude
- Dependability and performance improvement

Honor workers receive a Certificate of Appreciation and are recognized at Honors Night.

WORKER ASSISTANCE PROGRAM

The Worker Assistance Program provides confidential support for personal challenges (e.g., substance abuse, family issues). Supervisors noticing significant performance changes (e.g., frequent absences, tardiness) should refer students to the college counselor or fill out a CARE report. Students are encouraged, but not required, to seek assistance.

Resolving Under-Time:

- Students with 25+ under-time hours or limited job tasks may be reassigned.
- Students with medical restrictions may be reassigned based on campus needs and availability.

Work Conduct System

Purpose

The Work Conduct system ensures students are aware of unacceptable work performance or behavior, provides guidance for improvement, and holds them accountable. This system applies to all student workers and leadership, with student managers held to higher standards.

Work Infraction Form Process

- Managers or supervisors must meet with the student within two business days of an incident to discuss and attempt a resolution.
- Verbal warnings may be issued at the supervisor's discretion but must be documented.
- Continued warnings result in formal Work Infractions, which remain in the student's work file until the semester ends.
- Work infractions reset each semester unlike personal improvement plans and probation.
- Active personal improvement plans and probation statuses carry over to the next semester.
- Work Infractions from previous jobs do not affect current work program standing but may be considered in hearings if they indicate a pattern of misconduct.

Work Infraction Form Consequences

- First Work Infraction - communication with student, faculty, coach, and parents if appropriate
- Second Work Infraction - communication with student, faculty, coach, and parents if appropriate
- Third Work Infraction - Personal Improvement Plan with the student; communication with faculty, coach, and parents if appropriate
- Fourth Work Infraction - Probationary Contract and final warning with the student; communication with faculty, coach, and parents if appropriate
- Fifth Work Infraction - Termination Meeting and possible termination from Work Program; communication with faculty, coach, and parents if appropriate. If rehired student is placed on a Post-Termination Contract.
 - Reflective exercises may be assigned at any stage to encourage accountability.
 - Students awaiting disciplinary meetings must comply with all Work Program policies.

- Certain infractions may lead to immediate disciplinary meetings, regardless of prior warnings (e.g., time card fraud, Title IX violations, theft, drug/alcohol use, safety hazards, or abusive behavior).

CONDITIONAL HIRES

Conditional Hire Contracts address under-time, work conduct, or other needs. These agreements remain confidential and outline specific conditions for continued employment.

Work Accommodations:

Blackburn College is committed to ensuring a work environment that meets the needs of all student employees. Students who are interested in learning about or requesting workplace accommodations should schedule a meeting with the Dean of Work. Through an interactive process, the Dean of Work and student will review and discuss-

- Work Program-Request for Reasonable Accommodations document
- Job Description
- Medical documentation or medication lists the student believes will be helpful in determining the need for workplace accommodations
- Reasonable workplace accommodations

After the meeting, the Dean of Work will communicate workplace accommodations to the student, department manager, and faculty/staff supervisor. A workplace accommodation file is started and is kept in the Dean of Work's office, which is double locked. The workplace accommodation file is separate from the student's personnel file. The student may request a review of their workplace accommodations throughout the semester. Additional medical documentation may be requested from the student to demonstrate the need for any additional workplace accommodations or a job transfer to another department.

Appeals Process

- Students may appeal Work Infraction Forms within 24 business hours by submitting a written request to the general manager.
- Appeals are reviewed by the Dean of Work, and the decision is communicated in writing.
- Pending appeals do not exempt students from following Work Program policies.

Work Violations

Work Infraction Forms may be issued for, but are not limited to:

- Unexcused absences or tardiness
- Leaving early without authorization
- Not working while clocked in
- Insubordination

- Abusive behavior
- Misuse of tools or equipment
- Refusal to clock in/out of shifts
- Time card fraud
- Department guideline violations
- Theft, vandalism, or drug/alcohol use

Specific Infractions & Actions

Drugs/Alcohol: Any student suspected of being under the influence by 2 student leaders, faculty, or staff will be clocked out and sent home. A disciplinary meeting will determine further actions, including potential counseling referrals.

Theft/Vandalism:

- Incidents must be reported immediately.
- Incidents will be referred to Student Life.
- Confirmed offenses may result in probation, termination, or further disciplinary action under the Student Code of Conduct.

Conduct Meetings

- Both students and supervisors may invite faculty/staff for support.
- Personal issues may result in referrals to campus counselors or other resources.
- Job transfers may be considered if appropriate.
- Meetings should be completed before semester breaks; otherwise, they will occur at the start of the next semester.
- Missing a scheduled meeting without prior notification may result in additional disciplinary actions.

Work Contracts & Probation

Personal Improvement Plans:

- Used for breaches of Work Program guidelines, poor academic or work performance, or misuse of work tools/facilities.
- Failure to meet contract stipulations may result in work infraction or termination.
- Students may appeal conditions to the Dean of Work.

Work Contract:

- Specifies required corrective actions.
- Minimum duration of 30 calendar days.
- May include counseling referrals or extra shifts to make up missed hours.

Work Probation:

- Indicates risk of termination.
- Minimum duration of 30 days.
- Prohibits leadership roles and public representation of the college (unless required for degree completion).
- May require community service or a self-reflection paper.
- Appeals may be submitted to the Work Program Appeals Board.

Termination & Suspension

- If terminated from the work program students may appeal the decision.
- The Dean of Work determines whether a terminated student may be rehired or suspended.
- If rehired into the work program, students are placed on a Post-Termination Contract.
- Suspensions may be appealed to the Appeals Board.

Appeals Board

- Reviews student appeals related to work probation, termination, and suspension.
- Appeals must be submitted within 24 business hours.
- Grounds for appeal:
 - Excessively harsh disciplinary action
 - Procedural errors
 - New evidence proving innocence
- The Board determines whether to hold a hearing and notifies involved parties at least 24 business hours in advance.
- A majority vote is required to uphold or overturn a disciplinary action.
- Decisions are communicated in writing within 48 business hours.
- The College President has final authority over disciplinary decisions.

Manager Disciplinary Actions

- Managers may be disciplined based on work violations or failure to meet expectations.
- A third Work Infraction Form triggers a disciplinary meeting.
- Managers may be removed from leadership roles before reaching three Work Infraction if deemed necessary.

Replacement of Managers

- Each manager appoints a Direct Replacement (D.R.) with General Managers, Dean of Work, and Associate Dean of Work Approval meeting the following requirements:
 - Must be in the respective department unless approval is obtained from the General Managers or the Dean of Work

- Must meet Managerial Requirements (have a minimum GPA of 2.5, must have worked at least one semester in the work program, and be in good work, social, and academic standing)
- If a manager resigns or is terminated, the D.R. temporarily assumes the role until a permanent replacement is selected.
- A D.R. may become the permanent manager if approved by the department advisor, General Managers, Dean of Work, and Associate Dean of Work.
- Terminated managers lose all associated privileges and benefits of their manager roles.

This policy ensures accountability, supports student workers in resolving issues, and upholds the integrity of the Work Program.

WORK COMMITTEE VISITOR POLICY

The Work Committee meets once a week to discuss topics about the Work Program. Any member of the Blackburn community (students, faculty/staff, administrators, etc.) is allowed to sit in on Work Committee meetings but must inform a member of the Work Committee at least one business day before the committee meeting.

Considering the variety of topics the committee discusses, the meetings are organized into three Codes. Due to addressing confidential information during Code 1, any person who is not a member of the committee, except the Dean of Work, Associate Dean of Work, and the President, is not allowed to sit through Code 1. Observers will be asked to leave the meeting once Code 2 and 3 have been covered.

Anyone interested in attending a Work Committee meeting must:

- Contact a member of the work committee at least one business day before the meeting to let the committee know they plan on attending.
- Read and agree to the meeting guidelines.

Meeting Guidelines:

- Be respectful to every person in the room
- Raise your hand if you would like to weigh in on a particular topic/ask a question
- Be punctual. Visitors who are late will not be allowed, as it disrupts the meeting
- Use of any electronic device other than a laptop is prohibited
- Maintain professional behavior