POLICY:	**Student Employment Policy**
Effective Date:	May 1, 2026
Revised Date:	May 1, 2026
Review Date:	May 1, 2029
Approving Body:	President and Vice-Chancellor
Authority:	Vice President, Student Experience
Implementation:	President Delegated to the Director of Success and Retention
Sponsor/Contract:	Director of Student Success and Retention
Applied to:	The University Community

1. **Policy Statement**

The University strives to foster a culture of student learning and development. On-campus employment opportunities for students are considered a component of the university's core mission of learning that engages the whole person. On-campus employment opportunities often offer students a unique experience to apply and reinforce learning that has taken place in the classroom and bring them to another context.

The purpose of this policy is to assist faculty, staff and students in the implementation of the obligations that St. Thomas University must meet as an employer. This policy aims to establish, to the greatest extent possible, consistency in the hiring, evaluation and completion of student employment on campus. The University is committed to providing on-campus employment opportunities to students. Students are employed in diverse contexts on campus for diverse purposes. The employment opportunities for students attending St. Thomas University meet one or more of the following four key objectives:

a) They provide a unique learning and development opportunity for students;
b) They allow students to gain valuable experience that can be useful in future graduate studies and/or in securing employment post-graduation;
c) They provide financial assistance to our students;
d) They provide assistance to university community members in the completion of important work.

2. **Scope**

This policy applies to all opportunities for full-time and part-time students on campus, including part-time and full-time summer, academic year, internally and externally funded employment.

3. **Equal Opportunity Statement**

The University acknowledges the reality of employment barriers and actively works to eliminate bias and discrimination in the hiring process and during employment. The University also recognizes the principles of pay equity and workplace accommodation in accordance with provincial legislation.

4. **Funding Sources**

There are multiple funding sources from which students are normally paid for work on campus, such as:

a) Professional development accounts
b) St. Thomas University academic and non-academic department budgets
c) JOBS Program funding
d) Internal Grants (e.g., Dr. Rosemary Clews Research Internship, ORS Research Assistantship Grants, STUworks)
e) External Grants (e.g., SEED, Canada Summer Jobs, NBHRF Summer Studentship)

5. **Administering Funding**

a) Supervisors should hire St. Thomas University students before considering students from other institutions.
b) Additional criteria from internal or external funders may apply to the compensation, recruitment and selection, performance evaluation and end of employment of students that exist over and above this document.

6. **Hours of Work (all student hires)**

a) September – April
    i. Students cannot work on campus more than 20 hours per week (all jobs combined).
    ii. For the purpose of this limit, Residence Advisor and Residence Coordinator positions are considered equivalent to 10 hours of work per week, meaning they are eligible to work an additional 10 hours per week in another on-campus position.
    iii. Students are not required to work during exam periods but may choose to work during this period if their schedule permits.
b) May – August
    i. The limitations from September to April do not apply during summer employment.

7. **Student Compensation**

a) The supervisor must compare the required skills for the job against the skills in the Student Employment Policy rubric (Appendix A) and pay students accordingly.
b) Compensation in excess of the amounts indicated in the Student Employment Policy rubric is permitted when required by an external funder, or if a compelling case is made by a supervisor explaining why normal pay levels are not appropriate.

8. **Hiring Procedures**

Additional criteria from internal or external funders may apply to the hiring procedures over and above this document (e.g., JOBS Program hires, please see Section 14)

a) All Job Descriptions Must Include:
    i. Clear tasks and responsibilities
    ii. Learning outcomes for the hired student

b) Job Posting Process:

i. The supervisor posts their position on the Learning in Action platform to encourage a diverse range of student applications. (Contract extension and rehiring of students is permitted)
ii. Job descriptions are to be clear and easy to read, using font emphasis such as bold, underline, and bullet lists, as well as plain language that avoids jargon/acronyms and neutral or overly specific requirements/statements.
iii. All student job advertisements will automatically be published with the following statement: An equal opportunity employer, St. Thomas University is committed to employment equity for women, First Nations peoples, members of visible minority groups, and persons with disabilities. All qualified candidates are encouraged to apply.
iv. The Student Success Advisor reviews and approves the job advertisement prior to publishing on Learning in Action. Jobs will be posted for at least 7 days.

c) Recruitment and Selection Process:
   i. Student applications are submitted directly on Learning in Action and are sent to the supervisor.
   ii. The supervisor establishes a minimum of two people as part of the hiring panel. Panels are encouraged to have diverse members of different backgrounds and perspectives.
   iii. The supervisor chooses applicants for the interview process.
   iv. Interviews are structured using the same basic questions for each candidate and have clear evaluation guidelines through use of a rubric.
   v. Interview questions are directly related to the position, avoiding topics that could lead to discrimination such as age, race, religion, sexual orientation, marital or parental status, and disabilities. (Contact STU Human Resources Department for further guidance)
   vi. Interviews are conducted in a location that is accessible from a variety of perspectives, taking into consideration parking, washrooms, room acoustics, possible distractions, elevator availability, etc. (Consult STU Accessibility Office for further guidance)
   vii. The supervisor offers the position to successful applicant(s) and notifies unsuccessful applicants that they were not selected for a position at this time. (Encourage unsuccessful applicants to reach out to Student Success Advisor for further job search assistance)

d) Student concerns about the hiring process should be brought to the Student Success Advisor.

e) Payroll:
   i. All students must have a valid Social Insurance Number (SIN).
   ii. The supervisor and student must complete the Payroll Information Sheet and other relevant documentation to be set up on payroll before the student can begin work.
   iii. According to the prescribed schedule, timesheets must be submitted biweekly to the Payroll Officer with a supervisor's signature or approval. These must be submitted according to the timesheet schedule.
      i. Funding grants for employment may require proof that payments were issued on a bi-weekly basis to the hired student employee.

9. **Supervision and Performance**

a) Onboarding:
   i. The supervisor provides orientation to the student on the position and work environment.
   ii. The supervisor shares job description, responsibilities, and expectations with student.

iii. The supervisor must ask if the student requires accommodations to work and ensures the student has accommodations needed for their workspace.
iv. The supervisor must ensure information, instruction, training, and supervision is provided as necessary to ensure student's health and safety.

b) Performance Management and Evaluation:
   i. The supervisor provides ongoing guidance and instruction to the student on job tasks.
   ii. The supervisor provides ongoing feedback on the student employee's performance.
   iii. The supervisor conducts one-on-one and team check-ins frequently to provide a supportive and inclusive work environment.
   iv. The supervisor must document all verbal and written warnings or reprimands given to the student.

10. **Student Concerns**

Student employees have rights and responsibilities under provincial legislation, including New Brunswick Employment Standards. Student complaints regarding:

a) Assigned tasks, workload, hours of work, and other routine issues pertaining to employment:
   i. Should first be brought to their supervisor. If no satisfactory agreement is reached;
   ii. The complaint should be brought to the Student Success Advisor who will provide support in navigating any necessary further action.

b) Workplace harassment and discrimination by another student:
   i. Should first be brought to the supervisor to seek resolution.
   ii. The Harassment and Discrimination Policy is to be consulted for further clarification, and if no resolution is reached;
   iii. Formal complaints are to be brought to the Director of Student Success and Retention.

c) Workplace harassment and discrimination by staff or faculty:
   i. Should be brought to the Director of Human Resources.
   ii. The Harassment and Discrimination Policy is to be consulted for further clarification.

11. **Premature End of Employment** (if student employment ends prior to the agreed upon finish date)

a) Student Decision - if the student makes the decision to end their employment early (e.g., a need to focus on schoolwork, health issues):
   i. The supervisor notifies the Payroll Officer of the student's last day of employment.
   ii. The supervisor notifies the Student Success Advisor if the student is employed through an on-campus employment program (e.g., JOBS, STUworks, Canada Summer Jobs)

b) Supervisor Decision (Layoff) - if the supervisor makes the decision to end the student's employment early (e.g., lack of funding or supervisor being unavailable due to unforeseen circumstances):
   i. The supervisor informs the student of the layoff from the position in writing 2 weeks prior to the student's last shift.
   ii. If layoff is due to lack of funding, supervisor informs the student that rehiring could be possible if funding for the position becomes available again.
   iii. The supervisor notifies the Payroll Officer of the student's last day of employment.

iv. The supervisor notifies the Student Success Advisor if the student is employed through an on-campus employment program (e.g., JOBS, STUworks, Canada Summer Jobs).
v. The supervisor lets student know they can reach out to the Student Success Advisor for information on other employment opportunities.

c) Supervisor Decision (Termination) – if the supervisor makes the decision to end the student's employment early (e.g., a breach of trust or policies, workplace misconduct)
   i. The supervisor must have documented all verbal and written warnings and reprimands given to the student that have contributed to the termination.
   ii. The supervisor contacts Human Resources for guidance to ensure the termination occurs in a manner consistent with provincial legislation.
   iii. The supervisor notifies the Student Success Advisor if the student is employed through an on-campus employment program (e.g., JOBS, STUworks, Canada Summer Jobs)
   iv. The supervisor can refer the student to the Student Success Advisor to access support on workplace etiquette if necessary.
   v. The supervisor terminates employee and ensures this is done with just cause.

12. **Rehiring** (if the supervisor would like to rehire for a position following premature end to student employment)
    a) The supervisor may rehire the student who previously filled the position if termination was due to layoff.
    b) The supervisor reposts position to Learning in Action in order to find a replacement or can cancel the posting if they no longer wish to fill the position.
    c) If the position is through an on-campus employment program (e.g., JOBS, STUworks, Canada Summer Jobs), the supervisor notifies the Student Success Advisor that they are rehiring for the position.

13. **End of Contract**
    a) The supervisor provides the date of the last day of work to the Payroll Officer.
    b) The supervisor provides summative feedback to the student.
    c) The supervisor facilitates the return of keys and university property as required.

14. **Additional Processes for JOBS Program (Jobs Benefiting Students On-campus Employment Program)**
    a) Faculty/Staff Application Process
       i. The Student Success Advisor opens the application period for the JOBS Program through a university-wide communication for a minimum of 28 days.
       ii. Staff are required to receive approval from their supervisor before submitting an application.
       iii. Faculty and staff submit applications through the Learning in Action platform before the deadline.

    b) Adjudication Process
       i. The JOBS Committee scores applicants against an adjudication grid. (See Appendix C)
       ii. The JOBS Committee is comprised of one Dean, one faculty member, one staff member, one Director, and the Student Success Advisor overseeing Career Development.
       iii. The highest scoring applications receive funding first.
       iv. Positions above the Level 1 pay rate will be given priority.
       v. Normally, successful applicants will only receive 1 JOBS grant per fiscal year (April – March).
       vi. The Student Success Advisor communicates the results of adjudication to each applicant.

vii. Scores for all applicants must be submitted to the Student Success Advisor and retained as part of the adjudication record.

c) Hiring Procedures
   i. The Student Success Advisor posts successful JOBS descriptions online for a minimum of 14 days.
   ii. Students submit applications through Learning in Action which are forwarded to supervisors.
   iii. Student concerns about the hiring process should be brought to the Student Success Advisor.

d) Supervision and Performance Management
   i. The supervisor meets with the student at mid-point and end of employment to provide feedback and facilitate meaningful reflection.
   ii. The supervisor must complete a written feedback form at the end of the JOBS grant and submit to the Student Success Advisor.

Appendix A

Pay Rate Rubric Classification

Qualifications	Level 1 Description	Level 2 Description	Level 3 Description	Level 4 Description	Level 5 Description
Education	• Years of study not a consideration. • Completed courses in a specific program or discipline not required. • Completion of specific courses not required. **(1 point)**	• Completion of 2+ years of post-secondary study. • Knowledge of a specific program or discipline an asset. • Completion of specific courses not required. **(2 points)**	• Completion of 3+ years of post-secondary study. • Knowledge of a specific program or discipline is required. • Completion of specific courses is required. **(3 points)**	• 4+ years of post-secondary education • Enrolled in a post-degree bachelor's program **(4 points)**	• 4+ years of post-secondary education • Enrolled in a master's program **(5 points)**
Responsibility and Judgment	• Direction is given on a daily basis. • Minimal requirement to work independently. • Judgment required is limited and low risk. • Does not supervise others. • Responsibilities do not put the reputation of STU at risk. **(1 point)**	• Direction is occasionally required. • Moderate requirement to work independently. • Some judgment required, low risk. • Does not supervise others. • Responsibilities pose minimal risk to STU. **(2 points)**	• Direction is rarely required. • Majority of work is independent. • Judgment is required, moderate risk to STU. • May supervise or train others. • May contribute to planning, such as a major event or function. **(3 points)**	• Direction is rarely required • Majority of work is independent • Judgment is required frequently, moderate risk to high STU • May supervise or train others • May be responsible for planning, such as major event or function. **(4 points)**	• Direction is usually not required • Work is normally independent Judgment is required frequently, moderate to high risk to STU • May supervise others • Responsible for planning, such as a major event or function **(5 points)**
Skills	• Specialized skills are not required. • Basic knowledge of computer programs (e.g. Office) is required. • Skills required could be learned with minimal training. **(1 point)**	• Some specialized skills an asset • Some familiarity with specialized programs an asset. • Working knowledge of computer programs is required. **(1 point)**	• Some specialized skills or expertise required. • Some familiarity with specialized programs required. **(3 points)**	• Specialized skills or expertise required. • Familiarity with specialized programs required. **(3 points)**	• Specialized skills or expertise frequently required **(4 points)**
Determination of Job Classification	**3-4 points**	**5-6 points**	**7-9 points**	**10-12 points**	**13-14 points**
Compensation	Minimum Wage + 4% vacation pay	Minimum Wage + 4% vacation pay + $1.00	Minimum Wage + 4% vacation pay + $2.00	Minimum Wage + 4% vacation pay + $3.00	Minimum Wage + 4% vacation pay + $4.00

Examples of specialized skills include but are not limited to:

Multi-lingual	Transcription	SPSS	Report writing
Creative works	Event planning	Budgeting	Moodle knowledge
Literature searches	Content analysis	Discourse analysis	Website design
Proof reading	Microsoft Office Suite	Graphic design	Workshop delivery

Appendix B

Hiring a Graduate Student from Another Institution

If a faculty member chooses to hire a graduate student from another institution, it is recommended that the pay rate be at least at Level 5 or the minimum recommended rate at the student's registered institution for graduate students. For example, The University of New Brunswick's Graduate Student Association Collective Agreement states on Appendix A the minimum pay for Masters students (as of May 1, 2025) is $29.92 per hour and for PhD students is $31.24 per hour, which includes 4% vacation pay.

Appendix C

JOBS Program Application Adjudication Grid

Criteria	3 points	2 points	1 point	0 points	Notes
Student work tasks and work outcomes	Multiple meaningful, specific, feasible and observable outputs that the student can complete by the end of the grant.	Some variety of specific and measurable work tasks and outputs from students.	Student outputs are vague, unclear or menial and repetitive.	No specific tasks and/or unrealistic expectations of student workload. Work tasks are in appropriate or unrealistic for students. Lack of differentiation between the role of the supervisor and the student's tasks.	
Student learning outcomes	Observable, measurable and feasible. Directly tied to grad school or labour market Identify specific skills that the student will practice.	Relationship to graduate school and/or the labour market is generally evident.	Outcomes present, but how those outcomes will be achieved is unclear or unrealistic and/or relationship to graduate school or the labour market is unclear.	Outcomes are vague and generic.	
Work hours and work plan	Student work hours are broken down into realistic project milestones.	Student work hours are broken down but have unrealistic project milestones.	Student work hours are not broken down	No plan exists.	
Supervision plan	Detailed supervision plan including orientation, performance feedback and debriefing phases	Has a supervision plan, but it is less detailed.	Supervision will be provided, but offers few details or insights	Unclear supervision plan	