

# EMPLOYMENT ISSUES

## ATTENDANCE/ABSENCE REPORTING

The University policies states: *Your supervisor will provide instructions for reporting absences according to procedures established by your department. Absences due to illness, an emergency or other uncontrollable circumstances must be reported immediately along with an indication of when you will be returning to work. Planned absences must be arranged and approved by your supervisor.* <http://csusb.edu>

Absences, tardiness, and illness must be reported immediately either via email or telephone. If phoning, it is sufficient to call the Center and have your absence noted. When emailing, at least two people must be notified: you're Project Director and the Project Administrative Assistant (who will post your status). Planned absences should be discussed with the relevant Project Director as early as possible (preferably during the development of the quarter work plan). At the very least, the Project Director requires written notification one week prior to leaving. Emergency situations are not bound by the one week advanced notice provision.

## STUDENT EMPLOYMENT POLICY

Students may apply for posted jobs with the University Human Resources Department. When employment is activated the student assistant must comply with all federal, state and University policy to maintain a position with the Center.

Students can only work their approved works schedule provided by the Center Directors. A workday is up to an 8 hour shift, with two 10 minute breaks and one half hour break for lunch. The half hour lunch break must be deducted from your scheduled work time.

Refer to the attached document titled "ON-CAMPUS STUDENT EMPLOYMENT POLICY" to view additional reading on University policy.

## WEEKLY TIME SHEETS AND SUMMARIES

The Center has two procedures for recording staff involvement in research projects. Weekly timesheets with task summaries are required for all research assistance (whether the project is funded or not). This information is kept for each project in order to monitor the time required for different tasks. It is used when developing task lists for a new quarter or for drafting budgets or grant proposals. The paragraphs are also retained to monitor progress on each project. As a general rule, your time should not exceed 20 hours per week during the academic year and 40 hours per week when school is not in session. Timesheets and a paragraph summarizing weekly activities are **due on Friday by 5:00 pm.**

Please note the University policies states: *Altering, falsifying, and tempering (adjusting) time records, or recording time on another employee's time record is prohibited and subject to disciplinary action, up to and including termination of employment. It is your*

responsibility to sign your time record to certify the accuracy of all time recorded. Any errors in your timecard should be reported immediately to your supervisor, who will attempt to correct legitimate errors. <http://csusb.edu>

Time sheets document the date, times, and tasks worked on during the week. Paper timesheets are located in the Center next to the mailboxes. Digital copies of the timesheet can be acquired by emailing a request to your project supervisor or visiting the staff resources section of our website. Summaries should be a brief detailed statement discussing what you worked on during the week and whether there were any notable problems or successes associated with that work. Timesheets and summaries should be placed in the “time sheet binder”.

Sample Timesheet:

CENTER FOR CRIMINAL JUSTICE RESEARCH			TIME SHEET
PROJECT: Chula Vista Motel Project			NAME: John Smith
			DATE: 1/ 13 to 1/19
DATE	TIME (15 min)	HOURS	Task(s) Performed (see codes) or write in tasks
1-13-12	12:-3:00	3:0	6,2: Meeting with Jane to bring up to date on project. Variables and coding for environmental survey discussed and revised.
1-14-12	9-5:00	8:0	2-Completion of labeling process and cleaning of environmental survey data in preparation to hand over data set to Chula Vista PD.
<b>Total</b>			<b>Project Director: David Copperfield</b>
<p><b>Week Summary:</b> After the meeting with Jane I went to work on the environmental survey instrument. Jane raised some good questions about the instrument when we were talking so I made adjustments accordingly. I also ran frequencies on each variable and found numerous discrepancies. One major issue was an unusually high number of missing variables. I determined that most of them were errors (mostly mine) where a response was not entered by the surveyor when the instrument required a “no” or “not applicable.” These mistakes were easily corrected. Another missing data issues concerned the type of interior locks on the motel doors. They were not visible to the person doing the ES and were left to be asked of the motel staff later during the interviews. Unfortunately, for about half of the motels, this information was never obtained. Next time, this type of unobservable characteristic will need to be placed on the policy and procedure interview form.</p>			
<p><b>Task Codes:</b> Data Entry &amp; Cleaning = 1; Literature Research = 2; Field Data Collection = 3; Meeting = 4; Report Writing = 5; Data Analysis =6; Other=7</p>			

**BILLING HOURS**

Once a staff member completes their probationary term they may be hired to work on a funded project if positions are available. Hours can only be billed for time spent working on funded projects. Time spent traveling to the Center or to a work site in not billable, in addition lunch and breaks may not be included in billed hours unless allowed by contract.

Students are permitted to work up to and not exceeding 20 hours per week when school is in session and up to 40 hours a week during breaks. See appendix for a sample payroll

calendar for Foundation. To obtain a current calendar please visit: <http://foundation.csusb.edu/>. Foundation time sheets are submitted on the 15<sup>th</sup> and 30 or 31<sup>st</sup> of each month. Pay rates are determined based on the amount of funding given to the project. Rates vary depending on contracted limits, position, and responsibility. See the “Position Schedule” for estimates.

Reporting hours to the CSUSB Foundation is done on a two-week basis. This form will be given to the Project Administrative Assistant prior to signing the Foundation Student Time Sheet and not given to the Foundation. The signed Foundation form will be turned in at the Foundation office. Note travel miles under tasks and report on separate Foundation form.

All paid personnel must follow the Foundation “student employee policy.” The following is information pertaining to those policies:

*Classification:*

1. *Student Assistant A: This classification will include all eligible CSUSB undergraduate students. Wages shall be paid on an hourly basis for reported time worked with salary determined by the Foundation Board. Benefits shall include Worker’s Compensation, Disability, and Unemployment Insurance. Wages may be exempt from FICA deductions in accordance with Federal regulations.*
2. *Student Assistant B: This classification will include all eligible students enrolled in post-secondary academic institutions other than CSUSB. This classification is different from Student Assistant A by the addition of FICA deductions. Students in this classification are not eligible for FICA exemption. Salary and remaining benefits are the equivalent to the Student Assistant A.*
3. *Foundation Graduate Aide: This classification will include all eligible CSUSB students employed as Graduate Assistants in a Foundation academic program. Salary and benefits shall be determined by the Foundation Board.*

*Eligibility: Student Assistants A and Graduate Aides applicants and incumbents must:*

- a. *Be regularly enrolled and currently attending classes at CSUSB.*
- b. *Maintain a minimum 2.0 grade point average.*
- c. *Maintain a course load of 6 units (undergraduate) or 4 units (graduate) or more for Student Assistant A or Graduate Aide to be in these classifications.*

*Hours of Work:*

*All Student Assistants and Graduate Aides shall normally work a standard of twenty (20) hours per week. In general, work is granted by the employee’s supervisor and work weeks exceeding the standard twenty (20) hours should be limited to summer, and periods in which classes or examinations are not scheduled.*

State-side projects are those where the funding is located in the Criminal Justice Department accounts. There are usually only one or two small projects with this kind of funding. For state-side billing, time sheets are done on a monthly basis. These time sheets must be submitted to the Department of Criminal Justice. State paid employees can only work a total of 20 hours a week. Current calendars for state side can be obtained at <http://admnacct.csusb.edu/Payroll/payroll.htm>.

## **SEXUAL HARASSMENT**

It is preferable to any sexual harassment issues within the Center by talking with a faculty supervisor, or directly with one of the three Directors of the Criminal Justice Resource Center. The University policies on sexual harassment shall be upheld at all times. They are as follows:

*It is the policy of California State University, San Bernardino to maintain a working and learning environment free from sexual harassment of its students, employees, and those who apply for student and employee status. Any behavior determined to constitute sexual harassment will be viewed as neither complimentary nor humorous, and will be subject to disciplinary action. The university will seek to remedy any adverse effect which may have occurred due to sexual harassment for individuals under its jurisdiction.*

*Adapted from [http://CSUSB.edu/sexual harassment](http://CSUSB.edu/sexual%20harassment)*

### **SEXUAL HARASSMENT DEFINED**

*Applicable state and federal law defines harassment as unwanted sexual advances, requests for sexual favors, or visual, verbal, or physical conduct of a sexual nature when: (1) submission to the conduct is made a term or condition of employment; or (2) submission to or rejection of the conduct is used as basis for employment decisions affecting the individual; or (3) the conduct has the purpose or effect of unreasonably interfering with the employee's work performance or creating an intimidating, hostile, or offensive working environment. This definition includes many forms of offensive behavior. The following is a partial list:*

- 1. Unwanted sexual advances;*
- 2. Offering employment benefits in exchange for sexual favors;*
- 3. Making or threatening reprisals after a negative response to sexual advance;*
- 4. Visual conduct such as leering, making sexual gestures, or displaying sexually suggestive objects, pictures, cartoons, or posters;*
- 5. Verbal conduct such as making or using derogatory comments, epithets, slurs, sexually explicit jokes, or comments about any employee's body or dress;*
- 6. Verbal sexual advances or propositions;*
- 7. Verbal abuse of a sexual nature, graphic verbal commentary about an individual's body, sexually degrading words to describe an individual, or suggestive or obscene letters, notes, or invitations;*
- 8. Physical conduct such as touching, assault, or impeding or blocking movements; and*
- 9. Retaliation for reporting harassment or threatening to report harassment.*

*It is unlawful for males to sexually harass females or other males, and for female to sexually harass males or other females. Sexual harassment on the job is unlawful whether it involves co-worker harassment, harassment by a supervisor, or harassment by persons doing business with or for the employer. Refer to attached document titled "Sexual Harassment Policy" for further reference.*

When in need of counseling or advice related to sexual harassment, the University has designated Sexual Harassment Advisors (SHA). A list of advisors can be found in the most recent schedule of classes. If you feel that discussing the issue with a project director can resolve the issue, please feel free to contact them. Ultimately the decision to report sexual harassment issues is up to you and your level of comfort. Please note that sexually inappropriate comments include male bashing.

## **STUDENT/NON-STUDENT STATUS**

The Center for Criminal Justice Research gives hiring preference to criminal justice majors, minors, and interdisciplinary study students working with Criminal Justice faculty. This is because experience gained working for the Center is geared toward occupations and skills dealing with criminal justice. Students from other disciplines and non-students are hired when a greater variety of skills, outside of the criminal justice arena, are needed.

When you know your status with the University is changing, please notify your supervisor immediately so that we can process the proper paperwork in order to keep you as an employee. Also, please let us know if you will be taking a quarter off. The University has strict guidelines establishing student.

## **PERFORMANCE REVIEW**

Each staff member will be reviewed periodically to assess skill development. This review consists of a discussion between project directors supervising the staff member and the staff member and examination of time sheets, weekly narratives, task lists, and products (i.e. reports, maps, field data collection reports). This meeting and discussion may lead to reassignment, change in staff member status (i.e. promotion to team leader), or disciplinary action to correct problems.

## **INTERPERSONAL CONFLICT RESOLUTION**

Center staff members are expected to be respectful and considerate of each other and to maintain a professional, college working environment. We think of the Center as a special place where everyone has the opportunity to develop skills through positive interaction. Applied research is often challenging and tensions can run high especially when meeting a project deadline or getting ready for a data run. If you find that you are getting frustrated with an aspect of your work take a short breather to collect your thoughts (i.e., go for a walk), switch tasks, or discuss the matter with your project supervisor or team leader. While discussing issues within the Center is encouraged, venting (e.g., making negative comments) about staff members is not, especially to others not involved.

If the tension continues, discuss the matter with the parties involved to develop a plan to resolve the conflict (i.e. new office hours to avoid scheduling conflict over a computer work station). To respect the workspace of others, this discussion should occur away from the Center. This means, go for a walk with the parties involved or move to another location to have the discussion. If these mechanisms do not bring a satisfactory resolution in a timely fashion, raise the issue with a director. Be advised that the directors will serve as mediators and will discuss the matter with all parties to ascertain all points of view to develop a plan of action that addresses the major concern(s).

***Stress and Inter-personal Discord.*** Inter-personal discord can seriously infect the work environment and often these personnel conflicts are actually symptomatic of other fundamental concerns like STRESS. Personal stress can quickly turn a pleasant office

environment into a nasty, acrid setting. The Pleasant Office Environment Agreement that staff review and sign is an attempt to maintain appropriate behavior but sometimes this is not enough. Stress related problems have bubbled up from time to time since the Center first opened its doors and, they will continue to cause discord among staff working so closely together.

***Recognizing Stress.*** Stress is a catchall phrase describing a person's response to demands. Generally speaking stress is normal (and essential); however, too much stress can have adverse consequences. Stress related issues cannot be completely resolved by administrative policies. Each person needs to learn how to recognize stress in their own lives and develop methods for dealing with it. Personal stress can be produced by unhealthy relationships, illness, financial troubles, caring for a sick family member, unreasonable expectations, high-pressure deadlines, job insecurity, noise, crowdedness, etc. If left unchecked, chronic stress can cause fatigue, muscle tension, anxiety, insomnia, depression, illness (such as diabetes, eating disorders, heart disease), and accidents. There are a few common warning signs that you must pay attention to:

- General irritability and anger
- Elevated heart rate and palpitations, and increased blood pressure
- Shortness of breath and sweating
- Increased accident proneness
- Floating anxiety-anxious feeling for no specific reason
- Trembling, headaches, indigestion, joint pain and muscle tension (i.e. pain in neck and/or lower back )
- Changes in appetite or sleep pattern (i.e. insomnia)

***Stress Management Strategies.*** Stress builds over time and it is more effective to intervene effectively early in the process.

**1. Work.**

- Make a "to do" list that is reasonable and check off items as you complete them. Prioritize tasks and then work on the most important ones.
- Take breaks to stretch your legs. Go for a walk. Talk to someone.
- Switch working on tasks periodically so that you get a chance to do something else (i.e. punctuate heavy brain activity with mindless, repetitive work).

**2. Food.**

- Eat well-balanced meals (with whole grains, nuts, fruits & vegetables).
- Avoid caffeine and refined sugars and reduce use of alcohol and drugs.

**3. Rest and Exercise.**

- Get a least 7 hours of sleep each night. Take a warm bath or shower.
- Try to get at least 20 minutes of aerobic exercise each day.
- Spend time each day with at least one relaxation technique - imagery, listening to music, daydreaming, prayer, yoga or meditation.

For more information please check out the following website: <http://www.stress-management-techniques.com/> .

## DISCIPLINARY PROCESS

When staff members exhibit poor performance (i.e., violation of operational policies contained in this handbook or conduct themselves in an unprofessional manner) they may invite a disciplinary response. There are three stages of the disciplinary process prior to the termination of employment: discussion, verbal warning, and written warning. The table below provides a description of each stage with example violations.

Stage	Description	Example Violation
Discussion	The relevant Project Director and either the Director or the Associate Director will meet with the staff member involved to discuss the situation. Together they will develop a plan to address the matter	<ul style="list-style-type: none"> <li>o Conflict over work station</li> <li>o Tardiness</li> <li>o First violation of operational protocol</li> <li>o Nonprofessional behavior</li> </ul>
Verbal Warning	Same parties will meet to discuss the issue and then the Director or AD will issue a direct statement. A disciplinary action notification will be placed in the employee's file.	Staff member does not address the matter as decided in Stage 1 or there is another violation of one of the other examples listed above.
Written Warning	Same parties will meet to discuss the issue and then the Director or AD will provide the staff member with a written notice and corrective action. These will also be placed in the employee's file.	Staff member does not complete the corrective action issued in the direct statement or there is a third violation of one of the other examples listed above.

Note: AD = Associate Director

Once a staff member has gone through each stage, without improvement their employment will be subject to termination by decision of the Director or Associate Director.