



**Title: STAFFING, RECRUITMENT AND HIRING – NON-TEACHING PERSONNEL – POLICY AND PROCEDURES**

**CLASSIFICATION:** HUMAN RESOURCE MANAGEMENT  
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## **1. STAFFING – NEW POSITIONS – REGULAR OR SPECIAL PROJECT**

### **1.1. Annual Operating Budget Process**

- 1.1.1. A manager who deems the creation of a new position to be essential must present a job description and a rationale for the proposed position to his/her supervisor and/or Director prior to the deadline for submitting operating budget requests to Administrative Services for the next financial year.
- 1.1.2. If the Director supports the creation of a new position, the position must be included in the sector's budget requests for the following year and the Director of Administrative Services reviews the job description and the rationale.
- 1.1.3. Based on this review, the Director of Administrative Services makes recommendations regarding the new position to the Director General during the annual operating budget approval process.
- 1.1.4. The Director General makes the final decision on the position after consulting with the DG's Group and the Management Group during the approval process of the operating budget and staffing plans for the next financial year.
- 1.1.5. Upon adoption of the budget and the revised staffing plans by the Board, a new position becomes effective on July 1 of the next financial year.

### **1.2. Requests Outside the Annual Operating Budget Process**

- 1.2.1. A manager who deems the creation of a new position to be essential in the course of a budget year must present a job description and a rationale for the proposed position to his/her supervisor and/or Director including a proposal on the source of funding in the current financial year for the new position.
- 1.2.2. If the Director supports the creation of a new position, s/he will forward it to the Director of Administrative Services who reviews the job description and the rationale.
- 1.2.3. After review of the proposal by the Director of Administrative Services, the Director presents the proposal to the DG's Group for its consideration and its recommendation to the Director General.
- 1.2.4. If the Director General decides that the new position is warranted, the Director General will make the final decision in the case of a special project or, otherwise, make the recommendation to the Executive Committee. The new regular position becomes effective on the date agreed upon by the Executive Committee.

## **2. STAFFING – RECLASSIFICATION – PROFESSIONAL AND SUPPORT PERSONNEL**

### **2.1. General Principles**

- 2.1.1. A position can be reviewed for possible reclassification only if more than half the tasks performed on a regular basis belong to another job classification.
- 2.1.2. The number and classification of positions needed in each service is determined annually by the staffing plans as a part of the annual operating budget process.
- 2.1.3. Managers must consult with the Human Resources Department when developing or modifying job descriptions.

- 2.1.4. Positions will be considered for reclassification only in those cases where tasks deemed essential to the service cannot be redistributed among members of the department's staff in conformity with the staffing plan.

## **2.2. Annual Operating Budget Process**

- 2.2.1. A manager who deems a reclassification of a position to be essential follows the same process as that for proposing a new position as outlined in section 1.1 above.

## **2.3. Requests Outside the Annual Operating Budget Process**

- 2.3.1. A manager who deems a reclassification of a position to be essential in the course of a budget year follows the same process as that for proposing a new position as outlined in section 1.2 above, including a proposal on the source of funding in the current financial year for the cost of the reclassification.

## **2.4. Request for Reclassification by an Employee**

- 2.4.1. An employee who believes that reclassification is warranted may request that the manager review his/her classification in accordance with any provisions of the applicable collective agreement, including the grievance procedure, if appropriate.
- 2.4.2. On receiving a reclassification request, the Human Resources Department reviews the job description with the immediate supervisor to assess the appropriateness of the classification with respect to the tasks to be performed. If reclassification is deemed justified, the supervisor must choose among the following solutions:
  - 2.4.2.1. remove tasks or responsibilities in order to maintain the classification; or,
  - 2.4.2.2. request a reclassification of the position as per subsection 2.2 or 2.3 above.
- 2.4.3. In the case where the procedures for reclassification of a position are outlined in the collective agreement or the reclassification is subject to arbitration procedures, the final recommendation to the Executive Committee on reclassifying a position remains with the Director General upon consultation with the DG's Group.

## **3. RECRUITMENT AND HIRING PROCEDURES – PROFESSIONAL AND SUPPORT PERSONNEL – STUDENT EMPLOYEES**

### **3.1. General Principles**

- 3.1.1. In its Human Resource Management Policy, the College outlines its expectation of all of its managers, including that managers “make certain that the College hires competent and motivated individuals”.
- 3.1.2. The Director of Administrative Services has authority over the recruitment and hiring process and consults with other directors regarding relevant policies and procedures.
- 3.1.3. The Coordinator of Human Resources oversees these procedures and confirms the hiring of professional and support staff.
- 3.1.4. All hiring procedures, be they for regular positions, replacement, occasional or student personnel, are initiated by the supervisor responsible, using the appropriate requisition of personnel form. (Appendix II and III)
- 3.1.5. All members of selection committees must maintain the confidentiality of the

process, particularly with respect to the identities of candidates and any other privileged information they may receive as part of the process.

### **3.2. Regular Positions and Special Projects**

- 3.2.1. As per Bylaw Number 4, clause 5.03, the decision to fill a vacant position resides with the Director General. The Director General normally consults the DG's Group on the decision to fill a vacant position.
- 3.2.2. The senior manager of the sector or department is responsible for establishing or revising, as the case may be, the job description and expected qualifications and conditions for the position. This draft job description is forwarded to the Human Resources Department along with a duly signed and completed *Requisition and Hiring Form for Non-Teaching Personnel (Appendix II)*. The form also requires the signatures of the Director of Administrative Services or delegate and the Director General.
- 3.2.3. Once the form and the job description are received, the manager from Human Resources delegated by the Director of Administrative Services to serve on the selection committee and to oversee the hiring process:
  - a) verifies whether the responsibilities, qualifications and conditions correspond to the classification requested and advises the senior manager of any required changes;
  - b) informs the Placement Office of the vacancy (notice to Placement Office is only required for regular vacancies and only under certain conditions);
  - c) ensures the position is posted internally and, as appropriate, advertised externally; (or when applicable, in the case of transfer or temporary assignment of a regular employee, proceeds as outlined under 3.2.6 below;)
  - d) requests the senior manager of the sector or department to name his/her representative on the selection committee. Additional committee members may be named on approval of the Director of Administrative Services or delegate. In the case of a selection committee for a professional position, the ADP will also be asked to appoint two professionals to the committee.
  - e) after the closing date for the posting, informs the selection committee of the applicant(s) and/or referral(s) with the highest priority; thereafter, should the candidate(s) with the highest priority be eliminated, informs the selection committee of the applicant(s) and/or referral(s) with the next highest priority, and so on;
  - f) conducts testing, as required in the posting, of the candidates as each level of priority in paragraph e) is considered;
  - g) provides, as each level of priority is considered, appropriate documents to the selection committee and schedules interviews as required.
- 3.2.4. Upon completion of interviews, the senior manager of the sector or department approves the hiring of the candidate recommended by the selection committee by signing the bottom half of the *Requisition and Hiring Form for Non-Teaching Personnel* and returns it to the manager from Human Resources who oversaw the process.
- 3.2.5. In cases where there are priority candidates, the role of the committee is to confirm the qualifications of applicants and, in the case where more than one candidate has the same priority, recommend the best candidate to the senior manager. If the senior

manager objects to the selection of a priority candidate, the senior manager must meet with the manager from Human Resources to discuss the grounds for refusal. A decision to refuse a priority candidate may not be taken without the agreement of the Director of Administrative Services as per clause 5.09 b) of Bylaw Number 1 and clauses 2.04 and 2.05 of Bylaw Number 4.

3.2.6. In cases where a regular position is filled by transfer or a special project is filled by temporary assignment of a regular employee, the process will be coordinated by the manager from Human Resources in accordance with the provisions of the relevant collective agreement.

3.2.7. Once the candidate is chosen and a starting date is determined, the manager from Human Resources:

- a) ensures that all unsuccessful applicants are notified;
- b) sees to the determination of salary for the successful candidate based on qualifications and experience in accordance with the relevant collective agreement;
- c) prepares a contract for signature and advises payroll.

3.2.8. All new regular employees must be evaluated by the immediate supervisor prior to the expiry of the probation period outlined in the relevant collective agreement.

### **3.3. General Principles concerning Replacement and Occasional Employees**

3.3.1. Replacement and occasional employees acquire hiring priority proportional to their time of service with the College. The longer a non-permanent employee remains with the College, the greater the chances of a person being rehired for another position in the College based on that acquired priority. The creation of an occasional and replacement pool staffed by competent personnel and the implementation of an evaluation policy are measures taken to ensure the quality of candidates who may eventually become permanent employees.

3.3.2. Except in cases where a specific budget has been allocated, it is College policy that employees on vacation are not normally replaced. Nevertheless, a manager who chooses to replace an employee on vacation must use available transferable operating budget and the employee thus hired is considered to be occasional.

### **3.4. Replacement Employees**

3.4.1. A replacement employee is a person hired to replace a regular employee temporarily absent from his/her position. The duration of employment can be the length of the absence provided that the position is part of the annual staffing plan.

3.4.2. As per Bylaw Number 4, clause 8.01, the decision to fill a temporarily vacant position resides with the senior manager of the sector or department, subject to salary budget availability.

3.4.3. Depending on the category of the employee to be replaced and the length of the absence and/or replacement, the College may proceed by temporary assignment of another employee or by posting, according to the provisions of the relevant collective agreements.

3.4.4. The senior manager of the sector or department is responsible for reviewing the current job description and expected qualifications and conditions and forwarding it to

the Human Resources Department along with a duly completed *Requisition and Hiring Form for Non-Teaching Personnel*. The form requires the signature of the senior manager of the sector or department as well as that of a manager from Human Resources. The manager from Human Resources determines, in consultation with the senior manager, whether to proceed by temporary assignment or by posting.

3.4.5. In the case of a decision to post, the manager from Human Resources, delegated by the Director of Administrative Services to serve on the selection committee, proceeds as provided for in 3.2.3, 3.2.4 and 3.2.5 above.

3.4.6. When the College proceeds by temporary assignment of an employee from within the senior manager's sector or department, the employee is so informed by the senior manager. Temporary assignment of an employee from outside the senior manager's sector requires consultation with the employee, his/her immediate supervisor and the manager from Human Resources to ensure compliance with the relevant collective agreements and the maintenance of essential College services.

3.4.7. Once the candidate is chosen and a starting date is determined, the manager from Human Resources:

- a) ensures that all unsuccessful applicants, if any, are notified;
- b) sees to the determination of salary for the successful candidate based on qualifications and experience in accordance with the relevant collective agreement;
- c) prepares a contract for signature, including an end date, and advises payroll.

### **3.5. Occasional Employees**

3.5.1. During the year, managers often require the assistance of additional personnel to help in peak periods and may hire occasional employees.

3.5.2. As per Bylaw Number 4, clause 8.01, the decision to fill a temporary need with an occasional employee resides with the senior manager of the sector or department, subject to the availability of transferable operating budget.

3.5.3. The Human Resources Department maintains a pool of occasional and replacement employees and will offer assistance to managers in their selection of occasional employees.

3.5.4. A manager who has decided to hire an occasional employee must complete the *Requisition and Hiring Form for Non-teaching Personnel* and forward it to Human Resources. A manager from Human Resources will contact the manager to confirm the availability of suitable candidates in the occasional pool. Should no suitable candidates be available, the manager from Human Resources will meet with the manager to discuss options for filling the needs.

3.5.5. Collective agreements stipulate strict limits on the length of contracts for occasional employees. The Human Resources Department is responsible for ensuring the manager hiring the occasional employee respects these limits.

### **3.6. Student Employees**

3.6.1. Student employment applies to currently registered Dawson students only. This section applies to full-time Dawson students who perform functions covered by the support staff classification plan and full-time or part-time Dawson students who perform

functions not covered by the support staff classification plan.

- 3.6.2. As per Bylaw Number 4, clause 9.01, the decision to hire a student employee resides with the senior manager of the sector or department, subject to the availability of transferable operating budget.
- 3.6.3. The senior manager, or delegate, selects the student to be hired. The student then completes the *Student Hiring Requisition Form (Appendix III)* and submits it to the senior manager, or delegate, for approval. It is the responsibility of the senior manager, or delegate, to ensure that the student is a currently registered Dawson student and to determine the students' status as full-time or part-time. The *Student Hiring Requisition Form* is completed with a description of duties and then forwarded to the Human Resources department. Properly completed documentation will avoid delays in payment.
- 3.6.4. It is the responsibility of the HR/Payroll Manager, or delegate, to confirm the hiring and to determine the terms and conditions of the hiring.
- 3.6.5. A full-time Dawson student who performs functions covered by the support staff classification plan is remunerated according to the student employee provisions of the collective agreement. Student employees covered by the collective agreement will be classified as in one of the following categories:
- Technical
  - Para-technical
  - Administrative
  - Maintenance

These students fill out student timesheets and are paid the applicable hourly rate according to the collective agreement.

- 3.6.6. A full-time or part-time Dawson student who performs functions not covered by the support staff classification plan are classified in one of the following categories:
- Tutors
  - Supervised workers
  - Unsupervised workers

These students fill out student timesheets and are paid at different hourly rates as determined by Human Resources and limited to specific functions. Managers must verify with Human Resources before hiring a student for non-unionized work.

- 3.6.7. Students, regardless of their institution of origin, who do not fall into one of the above categories, are actually occasional employees and managers must follow the procedures under 3.5 above.

## **4. RECRUITMENT AND HIRING PROCEDURES – MANAGEMENT PERSONNEL**

### **4.1. General Principles**

- 4.1.1. In its Human Resource Management Policy, the College outlines its expectation of all of its managers, including that managers “make certain that the College hires competent and motivated individuals”.
- 4.1.2. The Director General has authority over the recruitment and hiring process for all management personnel and the Director of Administrative Services oversees the

procedures.

- 4.1.3. All members of selection committees must maintain the confidentiality of the process, particularly with respect to the identities of candidates and any other privileged information they may receive as part of the process.

## **4.2. Regular Positions and Special Projects**

- 4.2.1. As per Bylaw Number 4, clause 5.01, the decision to fill a vacant management position resides with the Director General. The Director General normally consults the DG's Group on the decision to fill a vacant position.
- 4.2.2. As per Bylaw Number 4, clause 6.02, second paragraph, selection criteria not provided for in the Policy for Management Personnel shall be decided by the Director General in consultation with the selection committee, the Director of the sector and the Director of Administrative Services.
- 4.2.3. The Director of the sector is responsible for establishing or revising the job description, as the case may be. This draft job description is forwarded to the Director of Administrative Services along with a duly signed and completed *Requisition and Hiring Form for Non-Teaching Personnel*. The form requires the signatures of the Director of Administrative Services and the Director General.
- 4.2.4. Once the form and the job description are received, the Director of Administrative Services or delegate:
  - a) verifies whether the responsibilities, qualifications and conditions correspond to the classification requested and advises the Director of any required changes;
  - b) informs the Placement Office in the case of a vacant permanent position;
  - c) ensures the position is posted internally and, as appropriate, advertised externally;
  - d) requests the Director General to name up to four representatives to the selection committee and, further, to request the names of the two representatives named by the Management Association (ACCQ).
- 4.2.5. In accordance with clause 6.03 of Bylaw Number 4, the Director General decides on the work schedule of the selection committee mandated to recommend a candidate for a management position. After the closing date for the posting and under the authority of the Director General, the Director of Administrative Services or delegate, informs the selection committee of the applicants, provides appropriate documents to the selection committee and schedules interviews of candidates as required.
- 4.2.6. Upon completion of interviews, the selection committee makes its recommendation to the Director General. Upon receiving the recommendation, the Director General may require testing of the candidate(s) recommended or further selection processes including a second round of interviews before the Director General is ready to recommend or hire the candidate per 4.2.7.
- 4.2.7. In accordance with clause 7.01 of Bylaw Number 4, the Board shall hire or appoint the officers of the College, the Executive Committee shall hire or appoint all other senior managers and the Director General shall hire or appoint operational managers. The Director General signs the bottom half of the *Requisition and Hiring Form for Non-Teaching Personnel* and returns it to the manager from Human Resources who oversaw



the process.

4.2.8. Once the candidate is chosen and a starting date and the salary are determined in consultation with the Director General, the Director of Administrative Services, or delegate:

- a) ensures that all unsuccessful candidates are notified;
- b) provides the successful candidate with the documents comprising the working conditions for management personnel;
- c) prepares a contract for signature and advises payroll.

Appendix I:     HIRING PROCESSES – PROFESSIONAL AND SUPPORT PERSONNEL

Appendix II:    REQUISITION AND HIRING FORM FOR NON-TEACHING PERSONNEL

Appendix III:   STUDENT HIRING REQUISITION FORM

**APPENDIX I – HIRING PROCESSES – PROFESIONAL AND SUPPORT PERSONNEL**

**1. REGULAR AND SPECIAL PROJECT VACANCIES**

<b>FUNCTION</b>	<b>RESPONSIBILITY</b>
Completion of the Requisition and Hiring Form (Appendix II) and writing of job description	Senior Manager/Supervisor
Approval from the department	Director/Senior Manager
Review the responsibilities and qualifications of job description and determine the appropriateness of the classification	Manager assigned by Human Resources
Approval according to Bylaw Number 4	Director General
Posting / advertising	Manager assigned by HR
Naming of selection committee members	DAS/Senior Manager/ADP (if applicable)
Release applications to selection committee	Manager assigned by HR
Selection according to the priorities of the collective agreement	Selection Committee
Notices to candidates and union	Manager assigned by HR
Classification of successful candidate	Manager assigned by HR
Data entry and notice to payroll	Manager assigned by HR

## 2. REPLACEMENT POSITIONS

FUNCTIONS	RESPONSIBILITY
Completion of the Requisition and Hiring Form (Appendix II) and formulation of job description	Supervisor
Approval from the department	Director / Senior Manager
Review responsibilities and qualifications of job description and determine the appropriateness of the classification	Manager assigned by Human Resources
Approval according to Bylaw Number 4	Director Adm. Services
Temporary assignment of qualified internal regular employee OR posting	Supervisor Manager assigned by HR
If posting: naming of selection committee members	DAS/Senior Manager/ADP (if applicable)
Release application to selection committee	Manager assigned by HR
Selection according to the priorities of the collective agreement	Selection Committee
Notices to candidates and union	Manager assigned by HR
Classification of successful candidate	Manager assigned by HR
Data entry and notice to Payroll	Manager assigned by HR

### 3. OCCASIONAL AND SHORT-TERM REPLACEMENT POSITIONS

FUNCTIONS	RESPONSIBILITY
Completion of the Requisition and Hiring Form (Appendix II) for non-teaching Personnel	Supervisor
Selection of employee from occasional pool list available from Human Resources	Manager assigned by HR / Supervisor
Classification and preparation of contract	Manager assigned by HR
Signature of contract prior to or on first day of work	Manager assigned by HR

### 4. STUDENT EMPLOYEES

FUNCTIONS	RESPONSIBILITY
Completion of the Student Hiring Requisition Form including banking information and SIN	Student / Supervisor
Selection of student employee and assignment of duties	Supervisor
Determination of hourly rate and applicability of support staff collective agreement	Manager, HR/Payroll

**NON-TEACHING PERSONNEL**  
**Requisition and Hiring Form**

Department or Service: \_\_\_\_\_

Classification: \_\_\_\_\_ Position Number: \_\_\_\_\_

Status:  Regular (previous incumbent): \_\_\_\_\_

Occasional (additional workload) \_\_\_\_\_

Indicate tasks to be performed

Replacement – Name of person to be replaced: \_\_\_\_\_

Special Project

Workload:  Full-time  Part-time

Working hours: From: \_\_\_\_\_ To: \_\_\_\_\_ No. hours/week: \_\_\_\_\_

Duration of engagement: Fall Semester: From: \_\_\_\_\_ To: \_\_\_\_\_  
yr mm dd yr mm dd

Winter Semester: From: \_\_\_\_\_ To: \_\_\_\_\_  
yr mm dd yr mm dd

Budget Code: \_\_\_\_\_

Approved by: \_\_\_\_\_  
Authorized signature Date

Approved by: \_\_\_\_\_  
Human Resources Department Date

**SALARY MUST BE DEPOSITED INTO EMPLOYEE'S BANK ACCOUNT**

Banking information is already on file and is valid, **IF NOT**

- For chequing account, a void cheque is required
- For savings account, a direct deposit application form must be completed

Name of person hired: \_\_\_\_\_  Male  Female  
Last Name First Name

Address: \_\_\_\_\_  
No. Street City Postal Code

Telephone number: ( ) \_\_\_\_\_

S.I.N.: \_\_\_\_\_

Date of birth: \_\_\_\_\_  
yy mm dd

Starting date: \_\_\_\_\_  
yy mm dd

\_\_\_\_\_  
Authorized signature Date

<b>For Human Resources Department Only</b>	
Employee #:	_____
Classification:	_____
Step:	_____ Rate: _____
<input type="checkbox"/> Documentation Pending	
Approval:	_____
Date:	_____

Please return this form to the Human Resources Dept. (4B.7)

Updated January 2013

**STUDENT HIRING REQUISITION FORM**

**To be completed by student (PLEASE PRINT)**

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_ Male  Female

Current Semester: \_\_\_\_\_ Telephone: (\_\_\_\_) \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Date of Birth: \_\_\_\_/\_\_\_\_/\_\_\_\_ Social Insurance Number: \_\_\_\_/\_\_\_\_/\_\_\_\_ Student ID No.: \_\_\_\_\_  
(YYYY/MM/DD)

**PROGRAM INFORMATION:**

Are you presently a **Full Time** student at Dawson? Yes  No

Are you presently a **Part Time** student at Dawson? Yes  No

If **part time**, how many hours per week: \_\_\_\_\_

Name of Program: \_\_\_\_\_ Expected Semester of Graduation: \_\_\_\_\_

**PLEASE NOTE THAT ALL PAYMENTS ARE MADE AS DIRECT DEPOSIT INTO YOUR BANK ACCOUNT**

Valid Banking information already submitted to Payroll Department. If not, select one of the following 2 options.

a)  For **chequing accounts**, complete the following and attach a void cheque:

Banking Institution: \_\_\_\_\_ Account # \_\_\_\_\_

b)  For **savings accounts**, have your bank complete the direct deposit section below, duly signed.

Name of Financial Institution: _____	
Address: _____	
Postal Code: _____	Telephone No.: _____
Branch No.: (5 digits) _____	Institution No.: (3 digits) _____
Applicant's Account No.: _____	
Authorized Bank Signature: _____	Date: _____
<i>I hereby authorize DAWSON COLLEGE to deposit my pay in my account at the financial institution mentioned in this form.</i>	
Signature of Student: _____	Date: _____



**Section below is to be completed by the manager hiring the student**  
***It is the responsibility of the manager to verify the status of the student.***



Job Classification: _____	Budget Code: _____
Brief description of duties: _____	
Signature of Manager: _____	
Date: _____	

**Please return this form to the Human Resources Dept. (4B.7)**

**For Payroll Use**

Pay of: \_\_\_\_\_ Fiche No.: \_\_\_\_\_ Entered by: \_\_\_\_\_