CRS is committed to helping students develop positive work habits and valuable job skills. The student employee wage scale is designed to insure equity across program area lines and to provide guidelines for pay increases based on tenure and meritorious job performance. It is reviewed annually. Student employees are encouraged to express any comments or concerns about the wage scale to their immediate supervisor or to the Assistant Director for Student Personnel.

Positions are assigned to a wage category based on the nature of the job as outlined in the job description. The following descriptions of characteristics formed the basis of assignment of each student position to a specific wage category. The FY12 wage scale and policies are effective July 1, 2011 through June 30, 2012. The starting pay rate for each category appears in parentheses.

**FY12 WAGE SCALE**

**Category 1 ($8.30):** Positions are closely supervised. No specific prior experience or knowledge is required. These positions are primarily clerical or involve assisting with very basic duties at a sport or special event. Tasks are limited. Positions assigned to this category: Data Entry Clerks and Office Assistants.

**Category 2 ($8.65):** Positions are closely supervised, office positions (not front-line customer service), requiring some specialized training and careful attention to accuracy/detail. Positions assigned to this category: Accounting Clerks, Purchasing Clerks and Payroll Clerks.

**Category 3 ($8.95):** Positions are closely supervised and have front-line customer service responsibility. These positions require a reasonably high level of knowledge. Positions assigned to this category: North Campus Facility Staff, Training Assistants, and Training Station Leaders.

**Category 4 (9.15):** Positions are closely supervised. Specialized training, knowledge or mechanical abilities are required. Positions assigned to this category: Bike Shop Mechanics and Intramural Sports Officials.

**Category 5 (9.15):** Positions are closely supervised and have front-line customer service responsibility. These positions require a reasonably high level of knowledge or specialized training and have responsibility for handling cash. Positions assigned to this category are: Outdoor Recreation Center Desk Staff and Member Service Agents

**Category 6 ($9.15):** Positions are closely supervised and have front-line customer service responsibility. These positions require specialized training and/or safety certifications -- they have direct responsibility for the safety and security of participants. Positions assigned to this category: Armory Staff, Climbing Wall Staff, Cole Facility Staff, South Campus Facility Staff and Weight/Fitness Staff.

**Category 7 ($9.75):** Positions may be responsible for supervising 1 or 2 other student employees. Specific experience, knowledge, or technical ability is required. May be responsible for management of department resources. No safety certifications are required, as there is no expectation that they respond to

Revised 6/17/11
a medical emergency. Positions assigned to this category: Bike Shop Supervisor, Member Service Supervisors, Outdoor Equipment Supervisor, and Outdoor Trips Supervisor.

Category 8 ($9.90): Positions may require specialized experience or knowledge and industry standard safety certifications (CPR/AED, Lifeguarding), as they are directly or indirectly responsible for the safety and security of participants. A valid driver’s license may also be required, as well as physical labor and outdoor work. Positions assigned to this category: Challenge Course Staff, Lifeguards, Operations Assistants, and Terp Quest Support Staff.

Category 9 ($10.40): Positions are responsible for supervising 4 to 12 other student employees, facilities, and/or participants and for solving customer issues. Specific experience or knowledge is required. Appropriate safety certifications (CPR/AED, First Aid) are required, as they are responsible for the safety and security of participants and responding to medical emergencies. Positions assigned to this category: Climbing Wall Supervisors, Facility Supervisors, Intramural Sport Supervisors, and Weight/Fitness Supervisors.

Category 10 ($10.65): Positions work without direct supervision and often are responsible for the safety and security of participants. Some are responsible for supervising 3-6 other student employees. Specialized training and knowledge is required. Industry standard safety certifications (CPR-PR, CPR/AED, First Aid, Wilderness First Aid, Lifeguard and/or Pool Operators) are required, as they are responsible for the safety and security of participants and responding to medical emergencies. Positions assigned to this category: Non-Certified Group Fitness Instructors, Head Guards, Challenge Course Supervisors, Pool Operators and Trip Leaders*. *Trip Leader structure will be $80/trip day for first 6 trips and $100/trip day for all trips thereafter.

Category 11 ($10.90): Positions are non-supervisory requiring special knowledge, technical skills, and experience. People in these positions work independently (are not closely supervised). These employees may assist the professional staff in administering programs, events, or business functions and may make decisions or complete work in the absence of a professional staff member. Positions assigned to this category: Marketing Assistant, Payroll Assistant and Program Assistants.

Category 12 ($13.15): People in these positions work without direct supervision and are responsible for the safety of participants. Positions are responsible for developing lesson plans or client programs and providing group or individual instruction. Specialized training and certifications are required. Positions assigned to this category: Lifeguard Instructors and Swim Lesson Instructors.

Category 13 (varies): Specialized positions paid at market rates. May or may not be students. Most are put on student, Contingent 1, or independent contracts and work without direct supervision. Specialized knowledge, skills, experience, or technical abilities required. Positions assigned to this category:

Certified Group Fitness Instructors ($13.15), Private Swim Lesson Instructors ($14.90), Water Safety Instructors (WSI) ($13.15), Interim Program Assistants ($10.90), Special Event Technical Assistants (e.g. sound system or scoreboard operators) ($9.90) and Personal Trainers ($13.75).
Non-Credit Instructors, Summer Leadership Facilitators TERP Quest Assistant Director, TERP Quest Camp Counselors and Specialists, and Aquatic Event Technician ($12.50): Varies based on contracts.

WAGE POLICIES

NEW POSITIONS
On occasion, a new student employee position may need to be developed in the middle of the year. When this is the case, the employer must request permission to add the position to the wage scale. He/she must present the job description to the Assistant Director for Student Personnel who will review the responsibilities of the position, weigh it against other student positions, assign it to the appropriate wage scale category, assign a starting pay rate and corresponding job code, and notify both the Payroll Clerk and employer that the position has been added to the wage scale.

SELECTED SUPERVISORS WORKING STAFF SHIFTS
Any student staff member promoted and trained to the level of supervisor or head guard will start at the minimum supervisor/head guard pay rate, or their current staff/guard rate, whichever is higher.

Challenge Course Supervisors, Climbing Wall Supervisors, Facility Supervisors, Head Guards, Member Services Supervisors, and Weight/Fitness Supervisors, having more knowledge and experience and the ability to independently solve customer or facility issues, shall be compensated at their supervisor/head guard pay rate whenever they work a staff/guard shift at the request of their supervisor (including a request to work one or more staff shifts per week throughout the semester) or as a substitute. All supervisor/head guard shifts must be filled before supervisors/head guards can take staff shifts.

Note: The staff paycode must remain in the PHR system for the substitution system to work. People in these positions should always clock in at their supervisor/head guard paycode, except during training.

PAY INCREASES
CRS depends on student employees to provide its varied programs and services throughout the year. Experienced employees and those that make an effort to do an exceptional job are especially valuable, so CRS regularly rewards both tenure and meritorious job performance. At the end of fall semester, spring semester, and summer (includes SS1 and SS2), employees may be eligible for tenure and/or merit pay increases. Merit and tenure increases are tied to the position and not a person, so they do not transfer with the student once they are promoted to the supervisor level.

Tenure Pay Increase
Technical Assistants and short-term assignment positions are NOT considered for tenure pay increases. Employees in all other positions will receive a $.10/hour tenure pay increase as long as they have worked at least the specified minimum number of required hours per semester for that position. The minimum number of hours must be documented prior to awarding any tenure pay increase. An electronic Total Hours report is posted at the end of each semester/summer, so employee supervisors may see and confirm which employees have earned a tenure pay raise.
For tenure pay increases, the minimum hours per semester (or summer) requirements are:

<table>
<thead>
<tr>
<th>Position</th>
<th>Hours</th>
<th>Position</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Clerks</td>
<td>35</td>
<td>Challenge Course Supervisors</td>
<td>5 workshops</td>
</tr>
<tr>
<td>Aquatic Instructors (WSI)</td>
<td>35</td>
<td>Climbing Staff</td>
<td>60/80*</td>
</tr>
<tr>
<td>Armory Staff</td>
<td>80</td>
<td>Challenge Course Staff</td>
<td>4 workshops</td>
</tr>
<tr>
<td>Bike Shop Mechanics</td>
<td>80</td>
<td>Climbing Supervisors</td>
<td>60/80*</td>
</tr>
<tr>
<td>Bike Shop Supervisors</td>
<td>80</td>
<td>Cole Staff</td>
<td>100</td>
</tr>
<tr>
<td>Cole Supervisors</td>
<td>100</td>
<td>Member Service Supervisors</td>
<td>80</td>
</tr>
<tr>
<td>Facility Staff</td>
<td>120</td>
<td>Office/Administrative Assistants</td>
<td>80</td>
</tr>
<tr>
<td>Facility Supervisors</td>
<td>120</td>
<td>Operations Assistants</td>
<td>100</td>
</tr>
<tr>
<td>Group Fitness Instructors</td>
<td>35**</td>
<td>Outdoor Recreation Desk Staff</td>
<td>80</td>
</tr>
<tr>
<td>Head Guards</td>
<td>120</td>
<td>Outdoor Equipment/Trips Supervisors</td>
<td>80</td>
</tr>
<tr>
<td>Intramural Officials</td>
<td>35</td>
<td>Payroll Clerks/Assistants</td>
<td>35</td>
</tr>
<tr>
<td>Intramural Supervisors</td>
<td>55</td>
<td>Purchasing Clerks</td>
<td>35</td>
</tr>
<tr>
<td>Lifeguards</td>
<td>120</td>
<td>Personal Trainers</td>
<td>55</td>
</tr>
<tr>
<td>Marketing Assistants</td>
<td>80</td>
<td>Pool Operators</td>
<td>80</td>
</tr>
<tr>
<td>Member Service Agents</td>
<td>100</td>
<td>Program Assistants</td>
<td>55</td>
</tr>
<tr>
<td>Trip Leaders</td>
<td>4 trip days</td>
<td>Weight/Fitness Supervisors/Staff</td>
<td>120</td>
</tr>
</tbody>
</table>

*Due to the increased number of hours available during the summer, Climbing Staff/Supervisors must work 80 hours to receive a tenure increase for the summer.

**Due to the reduced number of classes offered during the summer months, Group Fitness Instructors must teach at least 12 classes and work both sessions during the summer to receive a tenure increase.

**Multiple Job Tenure Increases**

CRS encourages student employees to work in multiple positions. Employees working in multiple job areas are better able to serve CRS participants because they are more knowledgeable. Therefore, student employees REGULARLY SCHEDULED (working a minimum of three hours per week) in multiple CRS jobs are eligible for a $.10/hour tenure pay raise IN EACH POSITION if they work a TOTAL of 120 hours for the semester.

**Merit Pay Increases**

Data Entry Clerks, Office Assistants, Marketing Assistants and short-term assignment position are NOT considered for merit pay increases. Employees in all other positions may receive a $.20/hour merit pay increase at the end of each semester as long as they meet the job-specific merit pay criteria for that position. There is no minimum hour’s requirement for merit pay.

Merit pay raises are awarded to OUTSTANDING employees who meet all outlined expectations for the position. In order to qualify for a merit pay increase at the end of each semester, an employee’s written evaluations must document that he/she meets the job-specific standards set by his/her supervisor AND consistently exhibits ALL of the following behaviors:
STUDENT EMPLOYEE WAGE SCALE & POLICIES FY 2012

☐ Reports to work in uniform and presents a well-groomed appearance.
☐ Can be depended upon to show up when scheduled or get substitutes.
☐ Helps fellow staff members by taking sub shifts.
☐ Always arrives at work on time and begins work immediately.
☐ Informs supervisor whenever problems occur which may impact the program.
☐ Assumes responsibility for work without being told (demonstrates initiative).
☐ Carries out duties conscientiously, requires little checking.
☐ Complies with all CRS employee policies (e.g. does not read or surf the web while working).
☐ Anticipates potential problems and acts to prevent them.
☐ Uses good judgement and acts wisely to solve problems that arise.
☐ Offers suggestions for improving programs or program administration.
☐ Goes out of his/her way to provide participants with accurate information and excellent service.
☐ Goes out of his/her way to make diverse participants feel welcome and respected.
☐ Respects coworkers and contributes to a workplace in which all feel comfortable.
☐ Diffuses tense situations with customers or coworkers.
☐ Maintains a positive attitude toward the job, toward coworkers, and toward supervisors.
☐ Accepts suggestions and welcomes constructive comment.
☐ Serves as a model of good performance for other employees.

When Pay Increases Takes Effect
Student employees who have been awarded Tenure and/or Merit pay raises will have their hourly payrates increased on the first day of classes for January Winter Term (spring employees), Summer Session 1 (summer employees), and Fall Semester (fall employees).

EMPLOYEE NOTIFICATION OF PAYRATES
Student employees involved in the process of wage scale revision annually report frustration because their supervisor does not notify them that they have or have not received a pay increase. Their paychecks do not indicate hourly pay rates. To alleviate this frustration, employee supervisors must provide written or email pay rate notification to each returning employee prior to the start of each semester. Students are encouraged to discuss pay rate concerns with their immediate supervisor or the Assistant Director for Student Personnel.

PAY FOR TRAINING
- Once hired and on payroll, students attending mandatory training sessions and periodic staff meetings are paid for their time at the current "training pay rate" ($7.25/hour).
- Students attending certification courses (CPR/AED/First Aid, WFA, WFR, etc.) courses to obtain a required qualification for a position are NOT paid for their time when CRS provides instruction and pays all certification agency fees for the student.
- Students attending pre-service informational meetings where they learn about the job, receive training schedules, and complete payroll forms, are NOT paid for their time.
- Prospective intramural sports officials and trip leaders are NOT paid for their training time until after they have been selected/hired and added to the CRS payroll. For these positions, the training period

Revised 6/9/11
is viewed as a “tryout” and those training are “participants.” There is no guarantee of employment.

INTERIM/HOLIDAY PAY
During the interim weeks between semesters and on specific holidays, when students may not be on campus, CRS needs to be able to staff facilities and service desks. Students working in designated ESSENTIAL positions – Bike Shop Mechanics & Supervisors, Challenge Course Staff & Supervisors, Climbing Wall Staff & Supervisors, Facility Staff & Supervisors, Lifeguards & Head Guards, Member Services & Outdoor Recreation Desk Staff, Member Services Supervisors, Operations Assistants, Pool Operators, Weight/Fitness Staff & Supervisors – are paid $1.50/hour more than their current rate of pay. Personal Trainers assigned to work with clients during interim/holidays are also paid $1.50/hour more than their current rate of pay.

All other positions, unrelated to keeping facilities open and operating – Accounting Assistants, Data Entry Clerks, Instructors, Marketing Assistants, Outdoor Equipment and Trips Supervisors, Payroll Clerks, Program Assistants, Purchasing Clerks, Training Assistants, Training Station Leaders, Trip Leaders, and other positions unrelated to keeping facilities open and operating are NOT ESSENTIAL and NOT eligible to receive Interim/Holiday Pay, even though they may choose to work during interim/holiday periods.

Regardless of their position, the PHR system will not permit payment of Interim/Holiday pay for graduate students and non-students working temporarily in student positions. Aquatics employees being paid under the summer wage scale are NOT paid at the Interim/Holiday Pay for July 4 or Summer Interim

FY 2012 Holidays/Interim Weeks are as follows:

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independence Day</td>
<td>July 4, 2011</td>
</tr>
<tr>
<td>Summer Interim</td>
<td>August 20 – August 30, 2011</td>
</tr>
<tr>
<td>Labor Day</td>
<td>September 5, 2011</td>
</tr>
<tr>
<td>Thanksgiving</td>
<td>November 24 – 27, 2011</td>
</tr>
<tr>
<td>MLK Jr. Day</td>
<td>January 16, 2012</td>
</tr>
<tr>
<td>Spring Break</td>
<td>March 17 – 25, 2012</td>
</tr>
<tr>
<td>Spring Interim</td>
<td>May 20 – 28, 2012</td>
</tr>
</tbody>
</table>

SUMMER WAGE SCALE
In the summer, a different wage scale exists for aquatics positions. Summer pay rates are based on prevailing economic conditions and set by the Aquatics Director, in consultation with the Assistant Director for Personnel, in March of each year. Employees in the following positions, regardless of experience, tenure, or merit, will earn a flat hourly pay rate as indicated below for summer hours. Flat hourly pay rates for the summer 2011 (June 1, 2011 – August 29, 2011) are:

<table>
<thead>
<tr>
<th>Position</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Lifeguard</td>
<td>$12.25</td>
</tr>
<tr>
<td>Lifeguards</td>
<td>$10.50</td>
</tr>
<tr>
<td>Pool Operators</td>
<td>$12.25</td>
</tr>
<tr>
<td>WSI</td>
<td>$16.15</td>
</tr>
</tbody>
</table>
At the end of the summer, pay rates will be returned to their regular semester levels for each employee. Individuals working at flat pay rates in the summer are NOT eligible for tenure or merit increases for the summer or interim/holiday pay on July 4 or summer interim.

**SPECIAL EVENT PAY**
CRS facilities often host special events. These may serve as opportunities for employees to make some extra money because additional employees may be needed to set up for the event, work during the event, and clean up after the event. For large events, employees may be recruited from other areas to help provide access control and security. Students working their regular shifts during special events may be busier than usual for a few hours or even a few days. Assisting with special events and providing service to visitors who may be unfamiliar with the campus and our facilities, is part of everyone’s job. Therefore, employees do NOT receive extra pay for working before, during, or after a special event.

**INCLEMENT WEATHER POLICY**
On snow days, student employees who are regularly scheduled MAY BE given the option of not reporting to work. Employee supervisors will rely on campus residents to cover staff and supervisor shifts on snow days.

CRS employees do not receive extra pay for working on snow or other inclement weather days. When the campus decides to close either right after student employees arrive at work, or the University does not make a decision early enough for students to know whether they have to report to work or not, then students reporting to work will be paid for 2 hours of time (at the normal rate of pay). **If the University announces a closure the night before, or prior to five a.m., those students who show up, will NOT be paid for reporting to work.** Student employees are responsible for checking the university website or local news when a closure might be possible.

Operations Assistants involved in snow removal are deemed ESSENTIAL when the facility is closed or opening late. Students in these positions will be paid at the **Holiday/Interim** rate for all work done before the opening of the facility.

**ACTIVITY CANCELLATION POLICY**
If an employee reports to work and a personal training session, group fitness class, or belay certification class is cancelled because no one showed up to participate, the employee will be paid for 1/2 hour of CRS employees should make every effort to confirm appointments or remind registered participants, if possible, to avoid activity cancellations.

**WAGE SCALE POLICY EXCEPTIONS**
All requests for mid-year exceptions to the current wage scale or wage policies must be submitted to the Assistant Director for Student Personnel and approved by the Director and Associate Director for Business. Individual staff members do not have the authority to set or change any employee pay rate, ignore a wage policy, or revise a tenure hour’s requirement.

CRS student employees are **NOT** be paid extra for working certain difficult-to-fill shifts, except as
indicated in the Interim/Holiday Pay policy.

**WAGE SCALE REVIEWS**
The Student Employee Wage Scale and Wage Policies are reviewed annually to insure that the policies are fair, and that student pay rates are equitable and reasonably competitive. Each year in March, CRS staff members responsible for supervising student employees review the *Student Employee Wage Scale and Policies* and make recommendations for revisions for the next fiscal year. The Student Employee Advisory Board then reviews any changes proposed by the staff and may offer their own suggestions for needed changes. The Assistant Director for Student Personnel presents the recommended changes, with justifications and associated projected costs, to the senior staff. Final approval of any proposed changes is the responsibility of the Director.

Periodically, major wage scale restructuring or policy review may be indicated. When this is the case, the process begins in January, and input from the CRS Student Employee Advisory Board and student employees, as well as all student employee supervisors, is sought.