BEHAVIOR GUIDELINES
While you are on duty, please remember that you are there to help students with their coursework first and foremost. You should also respect those around you and work to create a positive tutoring environment. As a result, we ask you to adhere to the following guidelines:

**Attendance** – Please arrive on time for your office hours. You should be visible in the ARC hallway for the entire duration of your shift. You should wear your ARC lanyard to identify yourself to students. You may not hold your hours elsewhere in the building (library, computer cluster, cafe, etc.) without prior permission. If you need to leave briefly (bathroom break, go to pray), clock out for a break. Please see sections below on time clock and absence policies.

**Confidentiality** – In the course of your job, you may have knowledge of and access to confidential student information (grades on quizzes, etc.). You are expected to maintain the highest privacy standards in terms of protecting the personal information of the students and people you work with. Do not grade papers in an environment where others can see them. Do not have conversations about students you work with within earshot of others. Do not use someone else’s computer to login and input sensitive information. Do not post comments on social media sites that relate to your work as a CA/PT/AC.

**Noise level** – Please monitor the volume of your conversations so that you’re not disturbing those around you.

**Mobile phones, etc.** – Mobiles should be turned off (or on silent) while you are holding office hours. You should refrain from placing/taking calls or texting while you are tutoring unless it is an emergency. You should not be wearing headphones at all on while on duty.

**Food** – Please try and eat before/after your tutoring shift so that you’re not eating while you are working.

**Visitors** – Please ask your friends to avoid visiting you while you are on duty, unless they are coming for tutoring. Ditto for your boyfriend/girlfriend. Public displays of affection (PDAs) while on duty are frowned upon and will get you a warning. Refrain from idle conversation with other unoccupied tutors because this makes you appear busy to students seeking help.

**Homework** – You are generally not supposed to work with students on graded homework assignments (although obviously certain areas – English and some other subjects – are exceptions. Please consult with your supervisor for guidelines on this point). You may work on your own assignments and other coursework when you are not busy with students (if you have no other work-related tasks to work on), but once a student approaches you for help, you should put away your materials and give them your full, undivided attention.

**Work area** – Please be responsible and clean up any messes you make or see while on duty (including erasing whiteboards, throwing away trash, and returning chairs to their proper place). Please help us keep the ARC a nice place in which to work.
ACADEMIC EXPECTATIONS
Every undergraduate student who is hired to work in the ARC has to meet rigorous academic standards. Your role as an Undergraduate Course Assistant, Peer Tutor, or Academic Coach means that you are a model student, and as such you should exemplify the highest standards of academic achievement and integrity.

The ARC monitors mid-semester grades of all student workers. If your mid-semester QPA during the semester you are employed falls below a 3.0, you will be called in to meet with the Director to verify that you are able to manage your own academics along with the job. Your academic advisor may be notified. Your academic advisor or the Director of the ARC may recommend that you cut back your hours or quit your job entirely if they feel your own academic standing is at risk.

The ARC is also notified if any of its currently-employed students are found guilty of academic violations. Any ARC undergraduate student workers found guilty of academic misconduct during the semester they are employed will likely be terminated immediately and will be unable to be rehired until the subsequent academic semester has passed without additional violations. If, after this point, another integrity violation is recorded, the ARC will not hire them ever again.

STUDENT EMPLOYEE DUTIES
All ARC student employees are expected to exhibit a high level of skill in the following areas:
- Technical/subject-specific knowledge
- Effective communication
- Teamwork
- Setting high personal standards
- Concern for accuracy
- Taking initiative
- Concern for effectiveness
- Flexibility

The active participation of all student workers to encourage student visits to the ARC is expected. To this end, all Course Assistants and Peer Tutors will be expected to either make an initial appearance in the relevant class(es) during the first two weeks, to introduce (advertise) themselves and explain when they will be available for help, OR email the class to do the same if they are unable to attend class. Promoting attendance by the students you are serving is part of your job. After the first few weeks of classes, should ARC statistics indicate that a Course Assistant or Peer Tutor is still not getting many/any visits, they will be expected to meet with the Director and the course instructor to re-evaluate if their scheduled shifts need to be altered to more useful times (or possibly reduced/eliminated), and to develop additional ways to improve student attendance and usage of the support they offer in the ARC.
ARC SPACES
All of the cubicles located in the ARC (rooms 1048 and 1049) are staff offices, and as such are off limits to student workers. This includes the round tables in 1048. They are for staff use only.
Areas that are available for general CA/PT/AC use include:
- The round tables in the external ARC hallway

Academic Coaches and writing tutors have first priority for any requests to use the ARC staff meeting room for their student appointments because they typically require more quiet/privacy for their appointments.
Permission for other student workers to use the staff room and/or room 1170 may be granted on a case-by-case basis. Please check with the Director.

TECH 4 WORK
Qatar Foundation’s software system for student employment is called Tech4Work. On it, you will keep a log of your hours worked and maintain a timesheet that your supervisor can check. Shortly after the semester begins, you will receive an email detailing how to create an account on Tech4Work and what else you need to do; if you have questions or concerns about this process, then please speak with Leah Galit (lgalit@qatar.cmu.edu) in Admissions. If you don’t have an account, then you aren’t officially working in QF’s eyes, and you won’t get paid.

As a full-time, undergraduate student, you are limited to working 20 hours/week maximum. That said, the specific job you hold has a pre-set number of hours/week that it was approved for, and you are not permitted to exceed this limit (which is most likely far fewer than 20 hours/week). Some of you may hold second on-campus jobs in addition to working for the ARC (with the library or MPR for example). Please ensure that both the ARC and your other employer are aware if you are holding down multiple jobs. All of your jobs count towards that 20-hour limit. If you log more than your approved number of hours, you will not get paid for them.

Please ensure that you enter in your hours on your Tech4Work timesheet on the correct day you worked that shift (e.g., do not simply lump them all together and enter in that you worked 8 hours on one day).

On the first day of each month, the ARC will review submitted timesheets and if any discrepancies are found (you listed a day that you actually did not work), they will be amended before being sent onto QF and Finance for processing.

If at any point you feel that an error has been made regarding your paycheck, please email both Hope Rodefer and Leah Galit with details of the suspected error.
OFFICE HOURS
By the end of the second week of classes, it is expected that those of you who will be holding office hours will have met with your ARC supervisor or course instructor to establish your schedule. Please be mindful of the times you choose, and ensure that they suit the majority of the students you will be supporting. If there are several CAs or PTs, you will need to coordinate your office hours to avoid overlapping unnecessarily.

Once your times have been chosen, please email them to the ARC Director (rodefer@qatar.cmu.edu) and Mohammed Al Khudary (malkhuda@qatar.cmu.edu), the ARC’s Administrative Assistant. We will upload those times onto the ARC’s Google calendars so students can check on your availability.

In many situations, it may make sense to hold all or some of your office hours by appointment only. Please discuss this with the course instructor if this makes sense for the course you are supporting. If collectively everyone agrees to make your office hours by appointment only, you will not have a regular schedule of office hours and will only work with students who have scheduled appointments with you in advance. However, by this same token, you cannot claim to get paid for this time unless you have actually met with students.

All student appointments are expected to be held in the ARC during regular business hours unless other arrangements have been approved by the Director in advance. In addition, for every student appointment that is scheduled and held, documentation must be submitted (in the form of an entry on the ARC’s arcsessions’s website) as verification that you actually met with a student.

Student workers who are found to have ‘padded’ their timesheets or submitted false information regarding hours worked for their jobs in the ARC will be called in to speak with the Director and may lose their positions permanently.

KEEPING DATA ON STUDENT APPOINTMENTS
In addition to keeping a timesheet on Tech4Work of all your hours worked, you also need to keep track of the specific details of your office hours when you work with students. This information is vital to the ARC’s internal statistics and helps us make staffing decisions about which courses require increased/decreased levels of support from year to year.

The ARC has developed its own website to facilitate this: http://arcsessions.qatar.cmu.local/sessionform/
All ARC student workers who hold office hours are expected to input data about those shifts into the arcsession’s website on the same day as they hold those shifts, regardless of whether they saw any students or not. To facilitate your doing this, there is a laptop computer located inside the ARC near where you pick up/drop off your ID lanyard at which you can log in and record your information. On the first occasion in a calendar month that a student worker fails to input those details on the same day, s/he will be emailed a warning and reminded to input those details ASAP. For every subsequent failure in that same month, the student worker’s timesheet will be docked for that time.

All student workers’ timesheets will be checked at the end of the month to verify that they have not listed that time on their Tech4Work timesheet and to ensure that their total hours reflect the loss of this time accordingly. Each calendar month will start anew; your first offense in a new month will garner a warning and subsequent offenses will cause you to lose pay for those shifts.

If a student repeatedly demonstrates that they are unable to follow ARC procedure on this issue, then a meeting with the student, faculty instructor and the Director of the ARC will be held to discuss the student’s continued and future employment in the ARC.

**ABSENCE POLICIES**

When you agreed to take on this job, you did so with the understanding that it would last for the entire semester. When you and your supervisor establish your regular schedule, it is done with the understanding that those office hours are to be maintained for the duration of the semester. An exception to this is if you need to make a permanent change to your shifts (because, perhaps, you’ve dropped a class and added a new one). Then you should consult first with the instructor/supervisor, then with the ARC Director.

While you are employed by the ARC, we acknowledge that there will be times when your work schedule may conflict with other events in your life. This doesn’t have to be a problem, provided that you handle things in a responsible manner.

1. First and foremost, when you choose your schedule at the beginning of the semester with your faculty instructor or ARC supervisor, be mindful of the times you pick. If you’re signing on to work over the lunch hour, then be aware that there will likely be many competing events that you may wish to attend that will conflict with your work shift, and so perhaps you should consider other timings. After the first month of the semester, your work schedule should be pretty well set for the remainder of the term.

2. If you wish to cancel an existing work shift, you should notify the ARC Director and the course instructor/supervisor (if any) via email 48 hours in advance.
3. Unless the course instructor or supervisor specifically requests you to make up the lost time (e.g., there’s a major assignment coming up and student traffic is expected), you will simply lose the shift.

4. If the shift will be rescheduled, the supervisor or the course instructor (not the student worker) will choose the date/time that is most suitable for the students and that works with your schedule. If a mutually suitable time cannot be found, then the shift will simply be cancelled.

5. It is expected that students will be reasonable in their use of this option. If a student worker’s cancellations begin to become excessive (more than 4 times a semester), we will need to revisit the issue of when they are holding their regular shifts and/or whether their continued employment in the ARC is advisable.

Cancellations that happen with fewer than 48 hours advance notice (e.g., car accident, illness) will count towards the existing 3 strikes rule (please see below). In such instances, you should email or SMS Hope (tel: 55889050) or your ARC supervisor so that they can cross off your shift on the calendar and let students know you will be unavailable. A confirmation email will be sent to the course instructor.

Please do not swap shifts with other tutors or cover for someone else who cannot hold their normal hours. While I appreciate the gesture, we cannot ensure that you will get paid for this because as I mentioned, QF caps each student employee at a certain number of hours.

**Three Strikes Rule**

We generally follow a “three strikes and you’re out” rule in regards to last minute cancellations and no-shows to ARC shifts. The first two times you are absent from or cancel a regular shift without giving the ARC 48 hours’ advance notice, you’ll receive a warning. A third incident in any given semester may result in your tutoring shifts being revoked or your hours being reduced for the remainder of the semester. Additionally, the likelihood that we would want to hire you in future semesters will also be called into question.

**TIME CLOCK**

The ARC has an in-house time clock system for student workers which is located on a table in the ARC hallway. It consists of a touchscreen monitor and a bar code reader. Every student worker who is holding office hours needs to have a CMUQ-issued ID card with a bar code on the reverse to clock in and out of each shift.

Once you arrive for your shift, you should clock in by scanning your ID card. Should you need to go to the bathroom or step away momentarily, you will clock out for a break, and then clock back in when you return. At the end of your shift, clock out of the system entirely.
Certain parameters have been set up in the system so that we are notified when students are not present when they should be, so please be mindful of arriving for your shifts on time, taking short breaks only when needed, and not working past your scheduled time.

- If you arrive more than 30 minutes late to your shift, you will be marked as absent.
  - This essentially means that it’s recorded as a no-show, a strike, and you will lose the right to claim ANY part of that shift (even if you show up after the 30 minutes).
- If you happen to forget your ID card, you need to let Mariamma, Hope, or Mohammed know at the start of your shift so we can manually check you in; otherwise, it will count as a no-show and strike.
- If you forget to clock out at the end of your shift, then you will be unable to clock in at your next shift. If you repeatedly or continually forget to clock out, then we will consider docking your pay because manually fixing this data error in the system is quite a tedious task for us.
- We will be monitoring CA/PT arrivals and departures from their shifts on a weekly basis and will email anyone that the system flags as being tardy.
- You will be marked tardy if you arrive more than 7 minutes late to your shift (breaks are also limited to 7 minutes before they count against you).
- At the end of the month, the total number of minutes you are tardy will be deducted from your monthly timesheet so that it accurately reflects the time you were here working.

Please note that everyone still needs to log their shift details into the arcsession’s website on the laptop inside the ARC office, as well as complete their monthly timesheet of all hours worked on Tech4Work.

AGREEMENT FORM
At the beginning of each semester, all student workers (returning and new workers alike) will be required to attend an initial meeting to review ARC policies and procedures, discuss the contents of this handbook, and review other important information. By the second week of classes, ALL student workers will be required to meet with their supervisor, read, sign and return a copy of the signed agreement form shown on the last page of this handbook.
Academic Resource Center  
Undergraduate Course Assistant, Peer Tutor, and Academic Coach Agreement

Being a Course Assistant/Peer Tutor/Academic Coach is a privilege. My fellow students depend upon me to assist them. This position is for one semester, and renewal is determined based upon budget, demand, performance, attitude and evaluation. I further understand and agree to the following:

- To attend classes as required and show up for my office hours on time
- To check my email at least every other day (and respond when necessary) for important communication from ARC personnel or the course instructor
- To be a role model to other students at all times
- To prepare beforehand for my job/shifts, as necessary
- To communicate with the instructor/supervisor regularly and assist him/her as much as I can
- To honestly report the hours I work on my timesheet
- To submit details about my office hours and any student appointments I held, on the same day as the shift I worked, on the ARC’s arcsessions’s website.
- To consistently and regularly encourage student attendance to my office hour shifts through announcements in class, email and other PR methods
- To adhere to the ARC attendance policies (see handbook for more details)
- To attend all meetings and trainings as required and arrive on time
- To visit the ARC Director or my instructor when I have questions, comments and concerns
- To remember that being a Course Assistant/Peer Tutor/Academic Coach is a fun, learning experience with great personal and professional rewards
- To share ideas for teaching strategies and ways to promote student attendance with other student workers and be a team player
- To be positive and enthusiastic, and be open to new ideas and suggestions for improvement
- To utilize collaborative learning techniques as well as creative, fun activities to help students
- To communicate what to study as well as communicate how to study
- To understand what my students want to accomplish and work towards their goals
- To work professionally and conduct myself professionally at all times; this includes showing courtesy to everyone

I have read the ARC Undergraduate Student Worker Handbook and understand that there are various consequences for failure to fulfill the requirements of this agreement.

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<th>Student worker signature</th>
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| Instructor/Supervisor signature | Date | Instructor/Supervisor name (printed) |