ESTABLISHMENT OF STAFF PERSONNEL POLICIES IN THE
DEPARTMENT OF RESIDENCE, IOWA STATE COLLEGE,
AMES, IOWA

A Field Report
Presented to
The Graduate Division
Drake University

In Partial Fulfillment
of the Requirements for the Degree
Master of Science in Education

by
Robert John Benson
June 1959
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CHAPTER I

INTRODUCTION

During the development of higher education in America, there has been constant concern on the part of faculty, administration and governing boards about overall faculty personnel policies, but little work and thinking have been done in many institutions in studying non-academic staff problems. This is particularly true in college residence halls where it was widely assumed that the janitor, like the professor, worked for the school because of love of his profession. What a rude awakening when because of underpay, lack of recognition, and other neglect of non-academic employees, discontent invaded the sanctity of the residence halls.

An effective personnel program need be in operation that will benefit both the employee and the employer. Favorable working conditions, proper placement, fairness and consistency of treatment, and consideration of the employee as an individual will be reflected in his attitudes, quality of work, and productivity.

I. STATEMENT OF THE PROBLEM

The purpose of this study was to determine the best practices used in personnel administration of residence hall staff personnel, and to propose a personnel program to fit the
needs of the Department of Residence, Iowa State College, Ames, Iowa.

II. IMPORTANCE OF THE STUDY

This project was considered worthwhile because:

1. It would serve as an occasion for examining the present personnel program as it was developed within the Department of Residence. The personnel program has been developed without, at any one time, an examination of its status; many activities and procedures had been developed which were not a matter of record.

2. With further expansion of the residence system at Iowa State College, and with an increase of educational purposes in the halls, the need for qualified staff personnel was increased. To satisfy this need a sound personnel program was needed to enhance the effectiveness of the staff.

3. It would suggest areas of expansion or alterations in the personnel program as they have been developed up to the time of preparing this report.

4. There is a real need for residence hall personnel services in today's colleges and universities. This study will take a look at the status of present operating personnel programs to determine their effectiveness within their particular residence system.

5. Such a review of the development of a personnel program in a college housing office might be of some aid to other
residence systems facing a similar problem.

III. THE ROLE OF COLLEGE HOUSING ON THE CAMPUS

Students learn a good deal during their stay at college. Much of this learning does not occur in the classroom where they spend relatively few hours, but in the many other experiences in living that occur outside of the classroom. For the student who lives on campus, the residence halls offer a major learning experience in social living. The residence hall may be the most important factor in the social education of the student, or it may be merely a place where the student lives. The dining hall may offer experiences in graceful living, or it may be a military-like mess hall where the students get through the process of eating as quickly as possible.

In her study of activity of programs in women's halls, Miss Thompson has found, among other things, a positive relationship between the program and the esprit de corps of the resident group, a value in group living from the point of view of mental hygiene, and student benefits of a social nature derived from participation in the hall's activities.¹

For many students the college residence hall is the first experience in living on intimate terms with a group of

individuals of the students own age. For many, the term "social responsibility" will, for the first time, come to have some real meaning. The socialization of the student to the point where he is a mature and unselfish individual is one of the responsibilities of an institution of higher education. The college residence hall, more than any other unit on the campus, is the place where this process may be watched and guided so that by the time he graduates, he will have become a mature and responsible citizen. There can be little disagreement with Hand's statement:

"Ranking over any other factor in college learning is the twenty-four-hours-a-day influence of the student living group. A student's adjustment to society, his scholarship, his attitudes, and his mental and physical health are as a whole largely determined by where and how he lives."1

The problem of housing and feeding students began as soon as the university was established, and it is probable that in the middle ages it was a more serious problem than it is now. The influx of poor and very youthful students into what were later to become college towns led to many clashes with the townsfolk, even as it does on a more civilized plane today. The original college housing was very much student controlled and student operated, but this control gradually passed into the hands of the institution. By the beginning

1Quoted by S. Earl Thompson, "College Housing Loan Program," Proceedings of the 32nd Annual Convention of the National Association of Educational Buyers, Chicago, Illinois, May 6-8, 1953, p. 141.
of the seventeenth century the management of all residences was the responsibility of university authorities.¹

By the beginning of the present century there were many universities with no residence facilities at all, but it was at about this time that the concept of the residence hall as an educational unit was beginning to be accepted. Cowley pointed out that the revival of the philosophy of residence living as a factor in the education of students is due to a very large part to the following influences:

... the Hadley protest at Yale, the establishment of the dormitories at Chicago, the efforts of Wilson at Princeton, the Lowell program at Harvard, the residence philosophy of the eastern women's colleges, the work of the deans of women and finally the hue and cry for more student life from students and alumni.²

It is generally known that the last few years have seen a steady expansion in the building of college residence halls, but in most colleges the rate of building has not kept pace with the student enrollment. College housing is still regarded by some college administrators as something apart from student personnel services. In many colleges there is no place on the campus where there is a greater need for personnel-minded and trained workers. The traditional untrained and underpaid hall directors are still very much a part of American college housing.

²Ibid.
Most people agree that the college is responsible for the physical, mental, and emotional well-being of the student who lives on the campus twenty-four hours a day. The college obviously has a greater responsibility to a residence hall student than a hotel has to one of its guests.

If the institution of higher learning is interested in a complete education for its students, then it will accept responsibility for the total living conditions that they experience during their stay on the campus.

Borreson felt that the problem of housing is one of the most pressing facing administrators today, and he set down five propositions in his attempt to define the educational use of student housing:

1. The living unit is a display case of social-psychological mechanism, but the dynamics and behavior are badly integrated with the educational techniques and objectives used in the counselor's office and the classroom.

2. If the basic concepts of general education are to result in meaningful behavior, they must be derived from, and applied to, the immediate experiences of the student.

3. Real educational use of the living units demands broad positive educational objectives and rigorous criticism and validation of techniques used to achieve those objectives.

4. Educational control over living units is essential to achieve proper use of housing as a part of the educational enterprise.

5. Without closer working relationships between the institutional and student-personnel staffs, these educational potentials will never be fulfilled.¹

IV. HISTORY AND ORGANIZATION OF IOWA STATE COLLEGE'S
    HOUSING PROGRAM

Iowa State College's housing program dates back to 1869 when "Old Main," the first student residence was opened. The cost was $196,492.01 and contained recitation rooms, women's dormitories, a few rooms for teachers, a chapel and a library on the first and second floors, men's dormitories on third and fourth floors with a separate stairway, dining rooms, a kitchen, a storeroom for the custodian and quarters for the help in the basement.

The first women's residence, called Margaret Hall, was opened in July, 1895. The cost was $54,116.50 and it contained a kitchen and dining room, classrooms and laboratories for the Department of Domestic Economy, office space, public living rooms, and room space for eighty-eight women.¹

The first men's residence, to be named Hughes Hall in 1936, was opened in 1927 to serve primarily as a freshman hall. The cost of the building was $148,000 and was built in a T-shaped arrangement with three stories and housed 123 men. Included in the hall were a kitchen, a dining room, and lounge space. Hughes Hall was one of the first fireproof buildings on campus. The hall served in housing various groups such as

military personnel during World War II, women during 1945-1946, and married veterans and their wives in 1946-1947. In 1947 the hall again became a freshman hall until integrated into the men's halls house system in 1951.1

Records in the office of the Director of Residence indicate that the first designation of a Director of Residence came in 1930. Previous to this time the residences had been operated under the overall college administration through committees, individuals in charge of halls with titles such as preceptress, matron, advisor, and Dean of Women.

The residence hall program has expanded tremendously since "Old Main" and Margaret Hall. There is now a men's hall housing 1420 students, one housing 624 students and a third housing 160 students; nine women's halls with approximately 1261 women, a graduate men's hall for 113, an international house, and married housing furnished for 1002 families, plus off-campus housing.

Financial reports in the files of the office of the Director of Residence show the acquisition value of residence property, including equipment, is $13,363,627, including one hundred married student units under construction at this time and to be opened in the fall of 1959. Plans have been made to increase the residence housing in preparation for expanding

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1 Ibid.
enrollment. This future expansion includes halls for 2600 men, 600 women, a graduate-international house for 150 students, and at least 800 more married student apartments.

The Department of Residence is the official title of the housing office comprising the following eight departments: (1) men's housing, (2) women's housing, (3) men and women food service, (4) accounting, (5) off-campus housing, (6) married housing, (7) service, and (8) food stores.1 There were 267 employees in December 1958, and the annual operating budget was $2,500,000. The Department of Residence pays its own way from operational income; no legislative funds were received for the housing operation.

The increasing size and complexity of the Department of Residence has resulted in a large increase in the numbers and responsibilities of the clerical, maintenance and food service staffs. The result of this increase has been an extra problem in recruitment, selection, classification, and pay policy.

At Iowa State College, the problem was particularly acute because during the last two years, the enrollment has increased from about 8000 students to 9700. Of the total enrollment during the fall of 1958, 22 per cent were married, 70 per cent were undergraduate and 17 per cent were graduate students. The needs in these years were so exceedingly great and pressing

1See Appendix D.
in so many ways that there had been no time to formulate a specific policy with regard to a personnel program. Accordingly, this study was made to implement a personnel program to fit the needs of the Department of Residence.

V. PRESENT PERSONNEL PRACTICES IN THE DEPARTMENT OF RESIDENCE

The following personnel audit was prepared by the writer with the assistance of the Director of Residence for the purpose of taking an inventory of existing practices and attitudes within the department in order to determine what changes may be needed to round out the program and thus make it a more effective tool in improving employee morale and efficiency. The answers to the following questions are the findings of the writer and are based on the existing situations at the time of this writing:

With respect to employee recruiting methods--

1. Is a standard requisition blank in use by operating personnel indicating type of worker needed and job to be filled? Yes.

2. Is only the college placement service used to secure applicants? No, individuals seeking jobs may contact a supervisor. The facilities of the local Iowa Employment Security Commission are also used. Friends and relatives of employees refer applicants for jobs.
With respect to selection and induction methods--

1. Are tests employed in the selection of applicants? Sometimes. All applicants for clerical positions are required to complete shorthand and typing tests during the time of application at the college personnel office.

2. Is application blank up-to-date—all irrelevant data being eliminated? Yes.

3. Is there a standard interview procedure in use? No.

4. Is a physical examination given each new employee? No.

5. Is each employee given a post-employment (second) interview? No.


7. Do records indicate the various types of jobs a new employee can handle in addition to the one for which he was hired? No.

8. Is the new employee introduced to supervisors and co-workers? Usually only in his immediate work area.

9. Is someone made responsible for the orientation of each new employee? Yes, his supervisor.

10. Are departmental policies clearly explained to new employees? No.

11. Is an employee handbook made available to new
employees? As a result of this study, one has been prepared by the writer and is included as Appendix E.

12. Has an induction checklist been prepared to insure each new employee's being informed about rules, benefits, and policies? As a result of this study, one has been prepared and is included in Chapter III.

13. When an employee's services are terminated, is he given an opportunity for an exit interview? Only if he insists upon it.

14. Is a personnel officer employed within the department? No, the services of the accountant is relied on to handle and maintain the required personnel forms and payrolls. The college maintains a centralized personnel office.

With respect to compensation practices--

1. Are wages and salaries based on job analyses and job evaluation? No, not on any scientific method as such, but are based on the going rate within the community and the experience of the Director of Residence.

2. Are wages and salaries in line with those for similar types of work in the community? Yes, a check with the Iowa State Employment Security Commission indicated that they are.

3. Are any of the following fringe benefits in effect:
   A. Sick leave pay? Yes.
   B. Meals at cost? No.
C. Free uniforms? To food service workers.
D. Vacation with pay? Yes.
E. Retirement program? Yes.
F. Medical and hospitalization insurance? Yes.

4. Has a wage and salary plan been set up to cover all employees? Yes.

5. Are employees paid for overtime work? No, they are given compensatory time off at a later date.

With respect to time study and job evaluation—

1. Should jobs be studied? Yes, so as to standardize job terminology and determine performance requirements so that induction, assignment, and promotion can be facilitated.

2. Should base rates be corrected? They should be continually reviewed so as to establish correct differentials for all jobs within the department.

3. Should there be a job evaluation program? Yes, so that the relative value of jobs within the department may be shown and so comparisons can be made with other jobs on campus.

4. Have job descriptions been set up for all employees? As a result of this study, the writer has started to write job descriptions for every employee. At the present time, job descriptions have been written for fifty-one maids and janitors.

With respect to financial security—

1. Are employees provided with some type of group life insurance plan? Yes, Bankers Life Insurance, Des Moines, Iowa.
2. Are employees provided with a program of sickness and accident benefits? Yes, paid sick leave and Iowa Workmen's Compensation Act.

3. Are employees provided with hospitalization and surgical benefits? Yes, Blue Cross-Blue Shield Comprehensive 70-type policy.

4. Has a pension plan been set up to cover all employees? Yes, Iowa Public Employees Retirement System.

5. Has a credit union been set up to promote thrift among employees? Yes.

6. Has a payroll savings plan been set up? Only through the employees' arrangement with a local bank.

**With respect to promotion and upgrading—**

1. Is a "promotion from within" policy followed wherever possible? Not always.

2. Has this "promotion from within" policy been "sold" to the employees? No.

3. Is a merit rating plan in use? No.

**With respect to employee training—**

1. Has a definite training program been set up for employees? No.

2. Are outside lecturers ever brought in to talk to employee groups? No.

3. Do residence hall staff members utilize college educational and training facilities to further their own education?
Because of a college ruling, only members of the teaching or research staff are eligible to attend classes on campus.

With respect to health and safety--

1. Are accidents investigated so that previous accident history may be analyzed as a basis for preventive activities? Yes.

2. Is good housekeeping stressed as a part of the accident-prevention program? Yes.

3. Is first aid equipment provided for workers? Yes.

4. Is provision made for an annual x-ray of food service workers? Yes.

With respect to employee services and facilities--

1. Have the employees been encouraged to eat their noon lunch in the dining room? No.

2. Are drinking fountains adequate and located so as to conserve time and energy? Yes.

3. Are rest rooms adequate in number and conveniently located? Yes.

4. Has the policy regarding smoking by employees in hazardous areas been reviewed lately? Not within the last year.

With respect to employee morale--

1. Are supervisors especially trained in handling human relations? No.
2. Is a report made to employees on the department's operations and accomplishments once a year? Yes, by the Director of Residence.

3. Are employees kept informed about basic matters affecting the department and their jobs? Yes.

4. Has a formal suggestion program been set up to encourage suggestions from employees? No.

5. Are employee grievances handled promptly and satisfactorily? Yes, by direct referral to the Director of Residence.

The remainder of this report is divided into three chapters. In the second chapter, the writer presents the data pertaining to residence hall staff personnel programs in six major colleges and universities of the Midwest. In the third chapter, a proposed personnel program for use at Iowa State College is outlined that would "fit" the present overall college personnel program.

The fourth chapter contains a summary of the study, the conclusions and recommendations concerning the organization of a personnel program for the staff of the Department of Residence, Iowa State College, Ames, Iowa.
CHAPTER II

PROCEDURES

This study was based on an investigation of the various elements of personnel organization and procedure involved in planning for a personnel program for the Department of Residence, Iowa State College, Ames, Iowa.

Current practices in personnel administration are a most helpful source of information for planning a personnel program. A great deal can be learned from the experience of housing officers concerning personnel, especially at some of the larger universities where established personnel programs have been functioning for years. The housing offices of six universities in the midwest were contacted in person by the writer in order to study and to record their personnel organization and procedures to form a basis for adoption of such practices as would best fit the situation at Iowa State College.

An effort was made to become familiar with the various aspects of personnel programs pertaining to non-academic personnel. Administrative journals, minutes of national conferences of college and university housing officers, and specific books dealing with the subject were selected as the main sources of written information. The study of available material included: (1) College and University Business Magazine, Chicago, Illinois, (2) Institutional Magazine, Chicago, Illinois,
(3) Minutes of the Annual American Conference of College and University Housing Officers, Iowa State College, Ames, Iowa.


In the initial planning of this project, it was believed by the writer that he could go to leading colleges and universities in the midwest and, through a visit with each housing director and his staff, secure a comprehensive and detailed account of their operating staff personnel program. After the first two visits, it began to appear that perhaps these colleges and universities on the writer's itinerary had done little if any more than Iowa State College toward formulating and putting into practice a personnel program tailored to fit the needs of the residence hall employee. Much printed information was obtained from the personnel offices of these schools, but it dealt with the entire non-academic staffs of the colleges and not specifically with the residence hall employee. This information is too voluminous to present in this report but will be referred to as source material.
I. COLLEGES AND UNIVERSITIES VISITED

The colleges and universities visited by the writer are listed as follows:

University of Nebraska. On March 6, 7, and 8, 1957 at Iowa State College expense, the writer attended the annual meeting of the Association of College and University Residence Halls which was held on the campus of the University of Nebraska, Lincoln, Nebraska. While there the writer was also able to spend a full day studying the university's personnel program pertaining to the residence halls.

What the writer found out at this first school turned out to be common at all the subsequent schools that were visited; that is, the university personnel department was the central office for all personnel matters relating to the residence halls. At this university, no personnel actions were being taken at the residence hall level.

The chief source of information was from an interview with Alfred Calvert, Director, Selleck Quadrangle, residence halls for men. Calvert was charged with the responsibility of housing 570 men on campus.

University of Minnesota. A two-day visit (at the writer's own expense) to the University of Minnesota, Minneapolis, Minnesota on July 16 and 17, 1957 enabled the writer to secure information about the university's personnel program.
James P. Schroeder, Director, Centennial Hall, residence hall for men, gave information concerning the residence hall's personnel procedures and how they were coordinated with those of the university. Schroeder was responsible for housing 1200 men in the university's residence halls.

An interview with Hedwin C. Anderson, Director, Office of Civil Service Personnel provided information about the procedures a worker must go through from the time he is hired until he is retired or "layed off."

The University of Minnesota has its own Civil Service program for the non-academic personnel. Anderson provided the writer with copies of the University of Minnesota's Civil Service Rules and Regulations Manual of Personnel Procedures Civil Service Class Specifications for custodial and food service workers, and various personnel forms.

University of Illinois. On January 26, 1958, the writer commenced an Iowa State College financed trip for a week to travel to and study personnel programs in the housing offices of the University of Illinois, Indiana University and Purdue University. The day of January 27, 1958 was spent at the University of Illinois, Urbana, Illinois.

Paul J. Dombel, Manager, Residence Halls, gave the writer his time and much information about the University of Illinois' personnel system and how it relates to the residence halls. The University of Illinois housed 1750 men and 1335
Being under State Civil Service, the residence halls were provided by the State Civil Service with very complete and detailed personnel policies and practices. The residence halls at the University of Illinois did not have a personnel section, but relied on the services of the Office of Non-Academic Personnel.

Donald E. Dickason, Director of Non-Academic Personnel, University of Illinois and Director of the University Civil Service System of Illinois provided the writer with the Class Specification Book showing specifications for 577 jobs listed by the University Civil Service System of Illinois.

University of Indiana. On January 29, 1958, George R. Olsen, Director, Halls of Residence, Indiana University, Bloomington, Indiana, granted the writer most of his time for the day in explaining the residence halls organization. As Director, Olsen was responsible for the overall housing and feeding of 2141 men and 2278 women.

Indiana University Personnel Division handled the personnel program for the residence halls as well as all the other departments on the campus. The Director of the Residence Halls gave final approval to all new applicants and performed the annual performance and salary review on all employees.

Don Sproull, Administrative Aide, Personnel Division,
supplied the writer with sample copies of job descriptions for maids, janitors, and food service workers of the residence halls. He also granted the writer an hour of his time to go over the salary schedule for the residence halls' employees and furnished the writer a copy that pertained to the maids and janitors.

Indiana University is not under a Civil Service System, but does have a strong central personnel division that works very closely with Olsen in providing personnel service to the residence halls' employees.

Purdue University. Jack C. Smalley, Director, Men's Residence Halls, Purdue University, Lafayette, Indiana, granted the writer an interview of two hours on January 30 and four hours on January 31, 1958.

As Director of Men's Residence Halls, Smalley was charged with the responsibility of housing 5500 men on the Purdue campus. He had a full-time staff of 388 employees. New employees were hired by him after they were referred to his office by the University Service and Clerical Personnel Office.

Smalley's organization was different from the previous residence halls' system the writer visited in that at Purdue, each resident hall had a manager who was in charge of the total operation of his hall and answered only to Mr. Smalley for the efficient management of his hall.

The writer was furnished with a copy of the 1958-1959
Service Staff Pay Rate Ranges for the Men's Residence Halls, and other numerous personnel forms.

On the afternoon of January 31, Smalley secured an interview for the writer with J. D. Gantz, Director, University Service and Clerical Personnel Office. Gantz gave the writer two hours of his time and told of the working relationship between his office and the residence halls. Much of the interview was spent on salary administration and job evaluation as it is practiced at Purdue University.

**Kansas State College.** On December 1, 1958, the writer attended the Big Eight Housing Directors meeting at Kansas State College, Manhattan, Kansas. In attendance were directors of housing from the University of Kansas, Lawrence, Kansas, University of Colorado, Boulder, Colorado, University of Nebraska, Lincoln, Nebraska, University of Missouri, Columbia, Missouri, and Kansas State College, Manhattan, Kansas.

During the combined meeting with all of the directors of housing in attendance, the writer sought information concerning the types of personnel programs they were carrying on in their residence halls. Most of the writer's questions met with the answer that it was an all-campus personnel program. Action was either not being carried out in the residence halls or, if it was, it was handled by the central all-college personnel office. None of these residence systems had published a residence halls' employee handbook. All of the directors
expressed an interest and stated the desirability of having such a handbook.

None of the housing directors in attendance had compiled job descriptions nor had made an analysis of janitorial workloads. They all expressed an interest in the writer's study and have asked that a report on it be given at the next annual meeting to be held in October, 1959, at the University of Nebraska, Lincoln, Nebraska. A copy of the writer's findings on maids and janitors' workloads is shown in Appendix A.
CHAPTER III

PRESENTATION OF PERSONNEL POLICIES

The personnel policies suggested here have been written to fit the personnel needs that exist in the Department of Residence, Iowa State College, Ames, Iowa. These recommendations are based on the writer's first hand observations and study of the residence halls' systems visited. It is hoped the recommendations will be acceptable to the Director of Residence, his supervisors and staff members. They reflect common philosophy and practices concerning procedures involving personnel among the various institutions observed.

I. SECURING NEW EMPLOYEES

Recruitment. In general, the Department of Residence should seek new job applicants only for the entrance classes of service. This would be in line with its policy of filling vacancies in the higher grades by promotion. In case of positions calling for specialized knowledge or ability, recruits be sought from outside the department only when no one with the necessary qualifications is available in the department.

Selection. Selection of employees should be based solely on merit, with due attention to educational and technical qualifications as well as personality, temperament, and suitability for the position involved. Purely personal considerations
such as feeling sorry for the person because he needs a job, should not enter into the selection of employees. Appointment of members of the immediate families of supervisors should be strictly avoided.

All new food service employees should be required to pass an examination by a college physician before permanent employment.

**Placement.** Appointments should be made by the Director of Residence in accordance with the powers invested in him by the college administration. Notice of appointment should be made in writing and should state definitely the position to which the person is appointed, including the terms of salary, hours of service, sick leave, vacation allowance, and provisions for other special pay. Acceptance of the appointment should be accomplished by signing the appointment sheet.

**II. INDUCTION OF NEW EMPLOYEES**

Through initial impressions, attitudes are developed that make the employee either a productive, well-integrated, cooperative member of the team, or just another statistic in a subsequent turnover report.

Modern management increasingly recognizes that employees are a very significant and undeveloped potential in the overall process of getting the job done. The department needs to develop a program of induction so that what happens on the first
day of employment is not left to chance. For this reason, the following outline for the induction program is proposed:

1. **Greet and introduce.**
   A. Meet the new employee.
   B. Explain the time card if one is used within the section.
   C. Introduce him to the supervisor and immediate co-workers.
   D. Show him his work station.
   E. Arrange for a luncheon companion.

2. **Review the job, by referring to the job description.**
   A. Give an overview of the job; its function.
   B. Enumerate the various duties.

3. **Explain regulations. Use the employee handbook.**
   A. Salary stipulations; when paid, deductions, increases.
   B. Absences and tardiness.
   C. Rest periods.
   D. Vacation plans.

4. **Follow up.**
   A. Discuss work instructions.
   B. Show examples of work.
   C. Discuss channels of work and instructions.
   D. Stress that questions are welcome.

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1See Appendix E.
5. General adjustment.

A. Review the services of the department very briefly. A residence hall tour would be effective, but may be more effective later when an employee is more adjusted to his job.

B. Review the chain of authority, sources of information, intra-job relationships.

C. Provide for two-way communications between the employee and his immediate supervisor.

D. Explain the following benefits and programs that the department has: (1) group life insurance, (2) hospitalization, (3) retirement program, and (4) sick and vacation leave.

The above induction outline, when put into practice by the department, should be printed in a checklist form as assistance to the supervisor in the covering of all points.

III. DEVELOPMENT OF THE STAFF

The department should have a training program designed to encourage continuous development of each individual in his work. Training should include orientation and on-the-job training.

**On-the-job training.** On-the-job training should be an integral part of the department's program and should be one of the most important functions of the supervisor. Inspired
leadership and judicious guidance are essential for every individual under his direction.

New employees should be given orientation or induction training in the general operation of the department during the first few days of employment; its objectives and history, as well as instructions concerning their own duties. All new employees should likewise be expected to familiarize themselves with the personnel policy handbook which covers, in condensed form, regulations and practices of the entire system.

Each supervisor should be held responsible for the constant development of the members of his staff. He should be expected to see that they are thoroughly familiar with the duties of their position and that they are trained in the efficient performance of each duty.

Selected employees should be encouraged to participate in management by means of allowing them to work on committees, conferences, and attend department staff meetings.

Encouragement of further education. The administration should be willing to arrange adjustment of time or special assignments in order that employees may take advantage of opportunities for special study on campus, as long as this does not lessen the physical efficiency of the individual or place undue strain upon other employees.
IV. SERVICE RATINGS

Periodic reports from supervisors on the work of employees should be required. They are essential to a just and intelligent personnel policy and to the employment of the individual in the position where he can work with greatest benefit to the department and satisfaction to himself. In order to evaluate the abilities, performance, and potentialities of each employee, the supervisor should be required annually to submit to the Director of Residence a service rating for each employee under his direction. These reports would provide a partial basis for promotion, salary adjustments and incentive for each employee to do his best.

V. PERSONNEL ACTIONS

**Promotions.** When vacancies occur, it should be the policy to fill them by promotion or transfer if candidates with necessary qualifications are available within the department. Failing to find suitable candidates, however, the department should be free to seek new employees.

**Transfer.** Although promotion implies an assignment to new duties involving increased responsibilities and carrying with it an increase in salary and a change in class or position, a transfer, on the other hand, is a shift of an employee to a position of the same grade in another section without an
increase in salary.

Transfers should be made whenever necessary to meet the needs of the department and the welfare of the staff. They should be used: (1) as an aid in proper placement, (2) for in-service training; (3) to provide additional or wider experience, and (4) to achieve more effective personal utilization.

If for reasons of ill health, age, or other responsibilities, an employee is unable to sustain the workload required, he should be transferred to a position of equal rank involving less strain or to part-time employment.

All promotions and transfers should be discussed in advance with the employee concerned in order to explain reasons for the moves and to give consideration to employee wishes if circumstances permit.

Demotions. If an employee fails to fulfill the duties and responsibilities of his position, he should be placed in a lower salary position. Previous warning and opportunity to improve performance shall have been given.

Dismissal. No arbitrary discharge should threaten the security of staff members under ordinary circumstances. If the work of a staff member is unsatisfactory, he should be so advised. If, within a reasonable time, he fails to improve the quality or quantity of his work so that it meets the required
standard, he will be warned and, if possible, transferred for trial to a different type of work or to another unit. If dismissal seems advisable, at least a two weeks notice should be given.

VI. EMPLOYEE RELATIONSHIPS

Employee participation in management. Each employee should have the opportunity to work closely with the administration in formulating the policies and procedures which will enable the department to achieve its major objectives of service to the residents. Few important decisions should be made without employee participation in thinking and planning.

Staff meetings. It is important for the well-being of the department that complete understanding exist between the section heads on the policies and programs of the department. Toward this end, staff meetings should be held on schedule or upon special call. The purpose of these meetings would be to present and explain matters of policy.
CHAPTER IV

SUMMARY AND RECOMMENDATIONS

I. SUMMARY

The problem undertaken in this study was to determine the best practices used in personnel administration of residence hall staff and to propose a personnel program to fit the needs of the Department of Residence, Iowa State College, Ames, Iowa.

The procedures for developing this study were as follows: (1) a review of literature on residence hall personnel programs, (2) an examination of employee handbooks obtained from other colleges and universities, (3) a personal visit with the directors of housing at six midwest colleges and universities in order to study and observe their residence hall personnel programs in operation, (4) an inventory of existing personnel practices and attitudes with the department, (5) a suggestion of personnel policies to fit the needs of the department, (6) a writing of job descriptions for maids and janitors and an analysis of their workload, (7) the production of an employee handbook as included in Appendix E of this study.

II. RECOMMENDATIONS

The following recommendations are given in regard to the adoption of the suggested personnel policies, use of job
descriptions and worker analysis, and the printing and use of
the employee handbook:

1. The suggested personnel policies be adopted at all
administrative levels of the department and placed into prac-
tice.

2. The task of writing job descriptions for every em-
ployee be continued and kept current.

3. An analysis of workloads be made for groups of
employees with similar duties.

4. The employee handbook be printed and issued to
every employee for his information and to every supervisor
for guidance in handling personnel actions at his level.
BIBLIOGRAPHY
BIBLIOGRAPHY


Thompson, Florence M. Provisions for Student Activity Programs in College Residence Halls for Women. Chicago: The University of Chicago, 1946.
# Appendix A

## Analysis of Janitorial Services

**Helser Hall, Iowa State College, March 1959**

| Clean Daily          | Carter, Melvin | Carter, Daisy | Kidder, Robert | Herien, Jay | Sandvick, Arne | Thompson, William | Maller, Delwin | Erickson, Waller | Doornin, Wilbur |
|----------------------|----------------|---------------|----------------|-------------|----------------|-------------------|               |-----------------|-----------------|
| Lavatories           | 9              | 1             |                |             |                |                   | 36            | 36              | 36              |
| Washroom Floors      | 1              | 1             |                |             |                |                   | 4             | 4               | 4               |
| Waste Containers     |                |               |                |             |                |                   | 8             | 8               | 8               |
| Urinals              | 5              |               |                |             |                |                   | 20            | 20              | 20              |
| Commodes             | 9              | 1             |                |             |                |                   | 16            | 16              | 16              |
| Bath Mirrors         | 7              | 1             |                |             |                |                   | 28            | 28              | 28              |
| Showers              |                |               |                |             |                |                   | 20            | 20              | 20              |
| Bathroom Windows     |                |               |                |             |                |                   | 36            | 36              | 36              |
| Closet Tubs          | 1              | 1             | 1              | 1           |                |                   |               |                 |                 |
| Bath Tubs            |                |               |                |             |                |                   | 1             |                 |                 |
| Laundry Room Floors  | 1              |               |                |             |                |                   |               |                 |                 |
| Washing Machines     | 12             |               |                |             |                |                   |               |                 |                 |
| Driers               | 6              |               |                |             |                |                   |               |                 |                 |
| Laundry Tubs         | 2              |               |                |             |                |                   |               |                 |                 |
| Stairs as Needed     |                |               | 1              | 1           | 1              |                   |               |                 |                 |
| Clean Director's Apt. |              |               |                |             |                |                   | 1             |                 |                 |
| Lounge & Office Area |                |               |                |             |                |                   | 1             |                 |                 |
| Hall Mirrors         |                |               |                |             |                |                   |               |                 |                 |
| Telephone Booths     |                |               | 6              | 6           | 6              | 6                 |               |                 |                 |
| Kitchenettes         |                |               |                |             |                |                   |               |                 |                 |
| Trunk Store Rooms    | 2              | 9             | 9              | 9           | 9              |                   |               |                 |                 |
| Water Fountains      |                | 4             | 4              | 4           | 4              |                   |               |                 |                 |
| Change Dust Mop Heads|                | 3             | 3              | 3           | 3              |                   |               |                 |                 |
| Outside Entrances    |                | 1             | 1              | 1           | 1              |                   |               |                 |                 |
| Dens Daily           | 12             |               |                |             |                |                   |               |                 |                 |

- **Janitors:** 8
- **Maids:** 1
- **Students:** 624
- **Square Feet of Cleaning Area:** 29340
- **Square Feet per Cleaning Worker:** 3260
- **Students per Cleaning Worker:** 69
APPENDIX 3

MAIDS JOB DESCRIPTION

NAME: Koehler, Nina M.  
JOB TITLE: Maid

LOCATION OF JOB: Linden Hall, primarily main lounge, 2nd and 3rd floors of West Linden

FUNCTION: Under direct supervision to perform work required for the routine cleaning and care of Linden Hall.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES:

1. Sweep and dust daily--west office, corridor and entryway by office, and men's coat room.

2. Help to vacuum and dust main lounge daily.

3. Responsible for cleaning 2nd and 3rd floors of West Linden Hall; sweep and dust corridors daily. Clean 1 washroom on 2nd and 3rd floor consisting of a total of 12 stools, 21 lavatories, 21 mirrors, 12 showers and 2 tubs.

4. Sweep and dust the two west stairs daily, mop quarterly.

5. Clean 2 kitchenettes daily.

6. Clean 2 work closets with sinks as needed.

7. Clean broom closets as needed.

8. Clean 6 telephone booths.

9. Clean 4 water fountains daily.

10. Vacuum, dust, clean bath in Hall Director's apartment weekly.

11. Change 8 dust mop heads weekly.

12. Change 2 ironing board covers weekly.

13. Clean and maintain 4 trunk rooms as needed.

14. Clean 6 French Doors as needed.

15. Clean 6 stair and corridor windows as needed.

16. Perform related duties as assigned.
APPENDIX C

JANITORS JOB DESCRIPTION

NAME: Kiddie, Robert G.  
JOB TITLE: Janitor

LOCATION OF JOB: Helser Hall, first floor.

FUNCTION: Under direct supervision, to perform custodial work required for the routine cleaning and upkeep of Helser Hall.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES:

1. Mop or steel wool corridor floors before waxing.
2. Wax and buff corridors every 3 weeks or as needed. Buff and sweep corridors daily.
3. Report items that require repair.
4. Clean corridor walls as needed.
5. Clean Center stairs, sweep daily, mop as needed.
6. Replace corridor light bulbs.
7. Clean all light fixtures in corridor, stairs, dens, docks, and office as needed.
8. Buff and wax den floors as needed.
11. Clean tub rooms daily.
12. Keep supply closet in a neat and orderly manner.
13. Clean water fountains daily.
14. Clean all glass in dens and doors daily or as needed.
15. Once a week put clean heads on all 3 dust mops used by the students.
16. Clean center arch entrance of snow and dirt.
17. Sweep, buff and wax office floors as needed.
18. Perform other duties as assigned.
APPENDIX D

ORGANIZATION CHART, DEPARTMENT OF RESIDENCE

President
Vice-President for Business & Finance
Director of Residence--Secretary

Ass't Dir.
Res. Men's Housing
1 Admin. Ass't
1 Social-Ed. Adv.
1 Secretary
1 Clerk
5 Resident Adv.
5 Clerks

Accountant

Ass't Dir.
Res. Women's Housing
9 Hall Directors

Ass't Dir.
Women's Hall

Service Mgr.

Supervisor Off-Campus & Married Student Housing
1 Service Manager
1 Accountant Clerk
2 Rental Clerks
1 Clerk

Assistant Purchasing Agent (Food)

5 Ass't Dietitians
10 Cooks & Food Service Workers

Assistant Administrative Dietitian

1 Meat Cutters
1 Sup. Store Room
1 Store Room Clerk
1 Utility Man
1 Clerk

12 Maids
7 Janitors

4 Maintenance Men
5 Maids
18 Janitors
APPENDIX E
Personnel Policies for
the Employees of the
Department of Residence
Iowa State College
Ames, Iowa

HANDBOOK
APRIL - 1959
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FOREWORD

We greet you as a new employee of the Department of Residence. We want you to enjoy your work and to feel just as soon as possible that you are one of us. This handbook has been provided to enable you to become familiar with the College and the privileges and responsibilities that will be yours as a member of the organization. It will acquaint you with the general regulations applying to your job, and clarify many of the questions in your mind regarding the general functions of our Department and of the divisions within it.

The Department of Residence exists to house and feed as much of the student body as possible, so that the educational program of the College may be carried forward. We expect you to perform cheerfully, efficiently, and promptly the duties assigned to you in order that our Department may function efficiently.

Especially important from your standpoint is the listing of the privileges and benefits to which you as an employee of Iowa State College are entitled. It is important that you be familiar with each of these benefits. You should read this handbook through carefully and keep it where you can refer to it as needed. Your Supervisor or the Department Accountant will always be glad to explain or give more details on any subject or problem that may confront you. Portions of this booklet repeat or interpret the language of the Iowa State College Policy Book, but in no case is it meant to alter, change, or vary the specific policies of Iowa State College.
WHERE THE MONEY COMES FROM

Your salaries are paid from student board and room fees. There is no tax money used in the building nor the operating of the resident halls.

OFFICE HOURS

The office hours are Monday through Friday from 8:00 to 11:50 a.m. and 1:00 p.m. to 5:00 p.m.

WORKING HOURS

Most positions involve a forty-hour, five-day basic work week. Of course, with the Department of Residence as big as it is, and with hundreds of different kinds of jobs to be done during both day and night hours, all personnel do not work at the same time. The office employees, for example, are expected to work from 8:00 a.m. to 5:00 P.m. Monday through Friday, with an hour and 10 minutes off for lunch; while a member of the Food Service may begin his work at 4:00 a.m. or 1:00 p.m. Some sections, also, must be open on Saturday and Sunday; if you work in this situation, you will be given an equal amount of time off on another day.

OVERTIME

It is the policy of the Department that your work be organized and scheduled in such a way that you will not have to work overtime. If, however, your supervisor feels that the work load is so great that you need to work beyond your regular work day, you will be given a like amount of compensatory time for over-time involved.
TEST FOR CLERICAL APPLICANTS

All applicants for clerical positions are required to complete appropriate tests designed to assist in placing the applicant in a position for which they are best qualified. The typing and shorthand tests are administered by the College Student Counselling Center.

PROMOTIONS

It is important to you, as well as to the Department, that your job be suited to your abilities, and that your work involves the things you can do best. It is the policy of the Department to recognize capable employees for promotion to jobs with a higher job classification in other sections, when no immediate prospect for similar advancement is available in your present section.

In order to be eligible for a promotion to a higher classification in another section, an employee must:

1. Have been on his present job for a reasonable period of time
2. Have met the minimum requirements for the higher job classification; and
3. Have a satisfactory record of performance on his present job.

A promotion must provide an opportunity for work experience which in turn requires tenure on the part of the employee involved.
DISMISSALS

In cases of the dismissal of an employee because of unsatisfactory work, excessive absenteeism and similar causes, the employee shall be given two (2) weeks advance notice by the Director of Residence.

In case of layoff due to lack of work or lack of funds, the employee shall be given two (2) weeks advance notice by the Director of Residence if circumstances and advance knowledge permits.

In case of gross violation of rules, willful misconduct, dishonesty, endangerment of life or property, etc. an employee may be summarily dismissed without advance notice by the Director of Residence.

GRIEVANCE PROCEDURES

Iowa State College wishes to afford every opportunity for the adjustment of complaints arising from working conditions, relationships with other employees and other causes. Your first contact in these cases should be with your immediate supervisor and in most cases the problem is solved and needs no further discussion; however, if the problem is not solved, the employee is welcome to discuss his problem first with the Director of Residence and then the Personnel Officer of the College, if he so desires.
TELEPHONE

Prompt and courteous answers to telephone calls should be one rule for everyone, for telephone manners can make or lose friends for the Department and the College. It is a good practice to identify yourself or your section when answering or making a call. Even though a call is not for you personally, you should offer to help the caller in any way you can.

Local personal telephone calls are not prohibited, but good judgement should be used in restricting them to a minimum and when calls are necessary, they should be brief.

PARKING ON THE CAMPUS

Over-crowded conditions have caused inconvenience to all employees in recent years. As a regular employee you are entitled to secure a parking permit for parking in available reserved employee parking space near your residence hall. This permit can be secured for $3.00 a year from the Traffic Department which is located on the east edge of the campus. You may secure your assigned parking space by requesting it through your supervisor.

YOUR CHECK

Payable to you on the last work day of the month, unless the last work day falls on Saturday, or Sunday, then you will be paid on the last Friday.
You may receive your salary check in one of four ways, depending upon your own preferences and convenience:

1. Your check will be deposited in the Ames bank of your choice. To do this, arrangements must be made with the Cashier, Room 122, Beardshear Hall.

2. You may personally pick up your check at the Accounting Office, Room 1215, Friley Hall.

3. In some of the larger sections, your check will be distributed by your supervisor.

4. You may pick up your check at the Treasurer's Office, Room 122, Beardshear Hall.

Pay checks are computed for a period of one month, with "E" base employees checks being computed from the 1st to the 30th of the month and "H" base employees checks being computed from the 16th of the month to the 15th of the following month. If you feel that there is an error in the amount of wages paid you, or that there has been an error in deductions authorized by you, you should promptly report this to the Accountant.

PAYROLL DEDUCTIONS

In order to receive your salary check you will have to have completed the check-in procedure and have on file in the Personnel Office, Room #1, Beardshear Hall, a Federal Withholding Exemption Certificate (W-4) when you first begin work at the college. The information on this certificate is used in figuring the income tax deductions from your
salary check.

Listed below are the various deductions which will appear in your pay check.

18% U. S. Income Tax - Compulsory - Amount deducted in accordance with exemptions claimed on Form W-4.

2½% Federal Social Security - Compulsory - 2½% of the first $4800 of the salary earned in the calendar year will be withheld until a total of $120.00 is deducted.

3½% Iowa Public Employees' Retirement System - IPERS - Compulsory except for those enrolled in college unity plan (TIAA-CREF) and student employees of the college - 3½% of the first $4,000 until a total of $140 is deducted in the calendar year.

Hospitalization - Surgical and Medical Insurance

Optional - With Blue Cross - Blue Shield - Comprehensive 70 type policy. All regular employees become eligible when they earn $150.00 per month and you must enroll or reject the insurance within 30 days of the date of beginning employment.

$13.85 per mo. Single person coverage - No maternity benefits.

$8.95 per mo. Two person coverage - Maternity benefits limited to Blue Cross.

$10.00 per mo. Family coverage - Both Blue Cross - Blue Shield Maternity benefits.
Life Insurance I.S.C. Term Insurance
with Bankers Life, Des Moines, Iowa.

Life insurance premiums are deducted monthly. Participation is required, with exceptions such as employees of less than one year service, wives of full time employees, wives of students, temporary employees; for full time employees between the ages of 18 and 70, who receive a salary of $1800 or more a year. No medical examination is needed. You pay approximately one-third of the premiums, and the college pays two-thirds. Rates vary accordingly to sex and salary with coverage to age 55 from $4,500 to $12,000. Amount of insurance decreases after age 55. If you work on a 9 month appointment, the necessary amount will be deducted from the last pay check to give you protection for the time off duty. The policy can be converted at age 70 or when employment terminates without taking a medical examination.

IOWA WORKMEN'S COMPENSATION

All employees are covered by the Iowa Workmen's Compensation Act which gives accident protection to the employee on official duty. You make no payment for these coverages. All accidents and injuries sustained by you in line of duty should be reported immediately to the Accounting Office, and where possible, the injured employee should report to the College Hospital. Blue Cross-Blue Shield will not pay claims for accidents in which the employee is eligible for Workmen's Compensation. In case of accident or injury treated at the College Hospital, the employee should advise the desk attendant that the case is a workmen's compensation claim.
The most important benefits of the act are:

1. Hospital care
2. Surgical service
3. Braces, appliances, etc.
4. Compensation for loss of time
5. Complete disability compensation
6. Burial expenses
7. Compensation for dependents in case of death

FEDERAL SOCIAL SECURITY

All employees of the college are covered under the Federal Social Security Act. See Social Security payroll deductions on page 7.

RETIREMENT AGE

Retirement on June 30th following your 70th birthday is compulsory. Employees who find it necessary or desirable may retire after 65 and before age 70 years and draw the benefits for which they have qualified. See payroll deductions for retirement on page 7.

REST PERIODS

Rest periods should be limited to fifteen minutes for morning and afternoon breaks. It should also be understood that the office will be attended. Check with your Supervisor regarding your schedule as rest periods are set at the discretion of your Supervisor.
LEAVE WITH PAY - DEATH IN FAMILY

Three days will be allowed for the death of: Spouse, child, parent, sister or brother.

One day will be allowed for the death of: Mother-in-law, father-in-law, son-in-law, grandparents or grandchild.

SICK LEAVE

All regular employees accrue sick leave at the rate of 1 5/6ths working days per month, or 22 work days per year, a maximum of 3 years accrual or 66 work days is allowed.

When you are sick and it is impossible for you to come to work, you should call your Supervisor immediately, so that he can arrange to have your work done in your absence. If your illness continues for more than one day, you should keep your Supervisor advised of your condition.

Sick leave with pay is not a reward for service but rather a privilege of service and must be approved by your Supervisor. We like to think of sick leave as an insurance for you against your illness and to be used only when necessary.
PAID VACATION

Regular employees who remain at the college six (6) months or longer are permitted to take vacation with pay, accrued at the following rates:

- after one year of employment - one week,
- after two years of employment - two weeks,
- after ten years employment - three weeks.

The college recognized that every employee needs a vacation each year and for that reason your accumulated vacation may be taken within the fiscal year in which it is earned and not later than December 31 of the following fiscal year.

Your Supervisor must keep the section properly staffed at all times but will do his best to see that the vacation schedules suit your wishes as nearly as possible.

When you leave the Department, you receive your earned vacation either prior to your resignation date or as terminal leave pay, providing you give the necessary two calendar weeks notice to your Supervisor. (See resignations)

HOLIDAYS

Regular employees are given seven (7) holidays with pay each year. These are: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Christmas Day, and the seventh day to be established each year at the discretion of the college administration. When any of these holidays fall on Sunday, the following Monday will be observed as a holiday. Should the holiday fall on Saturday, the preceding Friday
will be observed as the regular holiday.

Your holiday pay will be forfeited, if you have an unexcused absence on the day preceding or following the holiday.

If your regular work schedule and the duties of your section make it necessary for you to work on any of these holidays, you will receive the same amount of time off at another date, or double pay.

**LEAVE WITHOUT PAY**

There may be a time during your employment when you and your Supervisor feel that your best interests or those of the department would be served if you were to be granted a short leave of absence without pay. This leave may be granted to you provided it does not extend beyond the end of the fiscal year (June 30) and provided it has the approval of the Personnel Office.

You will not receive pay for holidays falling within a leave of absence, nor will any vacation or sick leave time accrue during the leave. Leaves without pay will be approved only for extreme emergencies. Should a holiday precede a leave without pay or follow a leave without pay, the holiday will be considered as leave without pay.

**MILITARY LEAVE**

Staff members are entitled by law to "Leave with Pay" for the first 30 days of each military leave when such leave is required by orders duly issued by a military branch of the State or Federal Government. Any
additional time in excess of 30 days must be on "leave without pay" basis or vacation leave. Reserve and National Guard groups are covered by this policy.

When a staff member is called into active duty for a period longer than 30 days, he is entitled to one month's pay in addition to his regular earned salary. This will be paid on proof that he has actually entered military service as indicated by the employee application.

**JURY DUTY**

If you are called upon to serve on a jury, the department will grant you the necessary time off. Your pay will be the same for that period, and the time you are absent will not be deducted from your vacation leave or sick leave. You must be actively serving or being processed on a jury to receive benefits under this policy.

**IOWA PUBLIC EMPLOYEES RETIREMENT SYSTEM - IPERS**

A retirement program is sponsored by the State of Iowa for all employees of the college. Should you remain in the employ of Iowa State College until you reach age 65, you will receive benefits which will be payable to you or your beneficiary. Your contribution of 3½% of the first $4,000 is matched by the College so that the sum of your account with the program is double that of your own outlay. If you leave the employment of Iowa, you can secure a refund of all the money you have paid into the fund plus interest, provided you leave during the first 8 years of employment.
GROUP LIFE INSURANCE

All regular employed personnel, except wives of students earning a minimum of $1800 per year as indicated in the annual budget are required to enroll in the program after one year of service. Banker's Life Insurance Company of Des Moines, Iowa is the carrier of the plan.

GROUP HOSPITALIZATION AND MEDICAL INSURANCE

Blue Cross-Blue Shield "comprehensive 70" was selected by a staff vote to cover this need of the employees. All regular employees earning $150.00 or more per month or those receiving $100.00 plus perquisites are eligible to enroll for this coverage. (See rates on page 7).

RESIGNATIONS

If you plan to leave the employ of the department, it will be appreciated if you give as much notice as possible. Any keys to the residence halls which you may have in your possession must be returned to your Supervisor before your final pay check is released. The termination date of your employment includes unused vacation leave as has accumulated, provided two calendar weeks notice is given. Should you resign without giving proper notice, you will not be considered for employment with Iowa State College until 30 days has expired. Upon termination, a formal notice of resignation should be signed in Residence Halls Accounting Office.
HEALTH REQUIREMENT

All applicants for employment may be required to take a medical examination at the College Hospital. The examination is given without charge to the applicant.

RECORD CHANGES

Since the Personnel Office keeps complete and permanent records on your employment and often uses this information or furnishes it to others who need to know about you, it is interested in knowing your new address, if you move; a new telephone number, a name change or change in dependents. These changes should be recorded immediately as they occur.

For those employees who are changing their names they should report to the Personnel Office to complete the following:

1. Apply for a name change on Social Security records.
2. Submit a revised W-4 (Income Tax Exemptions)
3. Submit a name change to the Iowa Public Employees Retirement System.
4. Obtain a new Iowa State College employee number.
5. Make necessary changes in insurance records.

INSTRUCTION AND TRAINING

It is the policy and wish of the Department to aid you in every possible way to become a skillful, efficient, and cooperative member of the working force. To this end, you will be provided necessary information with respect to the purposes of your job, how it fits into the
Departmental works program, and when it is to be done. You will be provided also with the equipment and tools needed to do the job.

Your Supervisor will explain how the job is to be done, demonstrate the work processes to be used, and explain the reason for using them. He will observe your work performance and ascertain how well you understand the instructions and are learning to do the job. He will then give you such additional instruction and supervision as may be necessary until you are acceptably proficient on the job.

You will be provided additional training when new procedures or methods are adopted, or re-trained when incorrect work habits have developed and need to be corrected.

SAFETY PRACTICES

The Department is proud of its safety record. The College does everything within reason to protect you on the job, but there is a certain amount of precaution which you must take. You are asked to cooperate to the best of your ability by observing safety rules, by working carefully, and promoting safety among your fellow workers.

You should think safety and practice safety at all time. Accidents don't have to happen. Either you or someone else causes them to happen. It is the responsibility of every employee of this Department to see, first, that he is not, through his own carelessness, contributing to create an unsafe condition and, second, that he either removes or reports to his Supervisor any condition that he feels is a potential safety hazard.
LIBRARY

The facilities of the main library are available for your use. When checking out a book, all you need to do is to indicate on a Library card that you are a staff member and where you can be reached on the job. If you are a part-time employee and also a student, you are governed by the regulation concerning the loan of books to students.

ENTERTAINMENT

As a regular employee of the college staff you may buy for your own use an athletic ticket which covers all major home sporting events. In addition you may buy for your husband or wife an additional ticket to cover the same events. We are also fortunate to have a concert series of out-standing musical events on the campus each year and you might like to look into the advantages afforded by the Music Department.

MEETING THE PUBLIC

The Department of Residence exists only to serve the students it houses and feeds. Its success depends in large measure upon the kind of relations the department, as represented by all its employees, has with the students and the public. This public is made up of many different groups of people--students, their parents, alumni, casual visitors to the halls, and many other. We all have a share in building and maintaining good relations with these people. They judge the residence halls not only on the merit of its residents, but also through their personal contacts with you through correspondence, telephone conver-
sations, and visits to the residence halls.

EMPLOYEE RELATIONS

Another important factor in our success is the way we get along with each other. Good will and cooperation among employees do a great deal to your job. The college does not attempt to restrict you with any hard and fast rules conforming your conduct on the job. The same principle applies here, however, as applies in any working organization. Punctuality and regular attendance are of great importance, and your dependability in these matters will be reflected in the attitude of your fellow employees toward you. The way to get their cooperation is by carrying your own share of work load and by being pleasant and courteous at all times.