

On-Campus Employment Handbook

For Students and Supervisors

Information for Students

Eligibility to Work On Campus

To work on campus you must:

- Be enrolled in at least 6 credits for undergraduates or 4 for graduate students
- Be at least 18 years old

Required Forms for Getting Hired

If you are eligible for student employment and an employer on campus wants to hire you, there are forms that **must be completed**. On campus hiring paperwork includes an I-9 and a W-4.

The I-9 Form

The I-9 is a federally required document that verifies your eligibility to work in the U.S. **“IT MUST BE COMPLETED ON OR BEFORE YOUR FIRST DAY OF EMPLOYMENT.”** Complete the I-9 form in the Student Employment Office. The Student Employment office will need to see and verify **original identification documents (NOT PHOTOCOPIES)**. Most students use a picture ID (Valid Driver’s license or PLU ID) and Social Security Card or a certified copy of your birth certificate. However, if you have a passport, it will fulfill both ID requirements. There is an “acceptable” ID list printed on the back of the I-9 form. **Please read it carefully** when deciding on what identification you will present to Student Employment. **If I-9 documentation is not complete by the third day of employment, YOU MUST STOP WORKING!** By law you must have this documentation to continue employment at the university. If you should happen to work without completing this documentation, **YOUR EMPLOYMENT WILL NOT BE OFFICIAL UNTIL THE I-9 FORM IS COMPLETE IN THE STUDENT EMPLOYMENT OFFICE.** You will only need to fill out the I-9 form once while attending PLU (as long as your enrollment is continuous and less than 5 years in length). An exception to this rule exists for international students who may have to renew their I-9 periodically.

The W-4 Form

The W-4 Form is completed at the same time as the I-9, and can be updated at any time. Work-Study and non-Work-Study earnings are subject to federal tax withholding. **The W-4 form (Employee's Withholding Allowance Certificate) is used to stipulate marital status and number of dependents in order to correctly withhold those taxes from your pay. It is your responsibility to decide how you want to complete the W-4 Form and withhold taxes.** You may wish to speak with whoever does your taxes in order to best determine how much you would expect to owe and how much you would therefore want to have withheld from your paychecks, if any.

Maximum Hours per Week

Student employees on campus can work no more than 20 hours per week during regular enrollment periods, and 40 hours per week during summer and official breaks. Students who are enrolled during the summer are restricted to working no more than 20 hours per week while classes are in session. Graduates are allowed to work until August 31st of the graduation year and January 31st for December graduates.

International Students

International students (F-1 visa holders) can work on campus until their program end specified on their I-20. Normally the program end date is the last day of the month which they are completing their programs. International Students can work on campus for 20 hours per week while taking classes. During university breaks and J-term and summer (if they are not taking classes), they can work up to 40 hours per week. J-1 students can also work on campus, but must obtain prior approval. Both F-1 and J-1 students must obtain a Social Security Number prior to working. More information can be found by visiting this site: <http://www.plu.edu/iss/form-pages/ssn-request-letter-for-on-campus-employment.php>. International Student Services (ISS) is also a great resource for information.

How to Search and Apply for Jobs

All available jobs are posted on the Career Connections Opportunities Board (CCOB). For more information how to use CCOB, go to:

<http://www.plu.edu/studentemployment/ccob/home.php>

Work Study Explained

Work-study is an earned-based award. The Financial Aid Office is required to monitor your earnings from all sources, comparing your income to your calculated financial need.

However, **work-study earnings are exempt when determining financial aid eligibility.** This guarantees that financial aid funds are distributed fairly to all students in need. Your earnings this year (whether from work study or non work study employment) will not affect your aid this year. However, you will indicate your income when you apply for financial aid for next year, so the level of your earnings may affect your aid eligibility for the next year. If you are awarded work-study, there are two ways to use it:

1. Federal Work Study – Most jobs on campus qualify for the work-study program. Simply find a job on campus using CCOB, and the Student Employment Office will connect your job to your award.
2. State Work Study – If you have work-study AND are a Washington State Resident, you qualify for the State Work Study Program. Go to <http://www.plu.edu/studentemployment/sws/home.php> for more information.

Non-Work Study Students

If you do not have a work-study award, you are still eligible to work on campus. There are a few jobs on campus that require work study, and will be mentioned in the qualifications section of the job posting.

Additional Information for Students

Computer Use Policies

It is against University policy to use a computer under the staff member's login (ePass, Banner, NT, etc.). This is a violation of the computer use policy. It is also a violation for anyone to use another person's password—no matter what the account. In addition, they must not let another person use their own computer account.

Personal Belongings/Theft

It is recommended that you do not leave valuables such as wallets, purses, or briefcases unattended at your place of employment; consult your supervisor for particulars related to your work area. If there is a theft, it should be reported to your supervisor and to Campus Safety (x.7441).

Confidentiality

Student employees may be called upon to work with private information concerning student information or information affecting Pacific Lutheran University. Students, families, staff and faculty must be able to trust in the confidentiality of their information and its careful handling by various departments across campus. Unauthorized release of confidential information is a serious violation of the Family Educational Rights and Privacy Act (FERPA), which may result in termination of employment.

The best rule of thumb is simply to not discuss information seen or heard during work. If someone persists in seeking information, refer that person to a staff member. This can be particularly important when information is requested by phone. Consult your supervisor to find out any specific details that relate to the department you work in. Respect the records and information as if it was your own personal information.

Work Schedule

As a student employee, your department relies on you to be dependable and punctual in maintaining your work schedule. When you are at work, you are expected to give 100% to your job. You are expected to adhere to the work schedule that you have outlined with your supervisor. The only acceptable absence is in the case of illness, unless previously arranged with your supervisor. When ill, please call your supervisor as soon as possible. Your supervisor will need to have adequate time to make adjustments due to your absence. Tardiness is not acceptable. If you will be late, you must let your supervisor know immediately.

Work Area Expectations

Your department may have specific workspaces set aside for student employees or you may be sharing space and equipment with other staff members. In either case, it is important to be considerate of others. Keep your work area clean and presentable. Do not leave food or beverages in your area and clean up after yourself by making sure trash is in the garbage and recyclable items are in the proper bins. You will want to discuss specific expectations with your supervisor.

Student Employee Dress Code and Performance Expectations

Departments may set their own dress code policies for student employees based on the type of work performed and the expectations of the position. Departments should also formulate their own policies regarding performance expectations and standards for student employees. These policies should be in writing and should be made available to every student employee when they are hired. All supervisors in the department should apply the policy equally to all student employees in the department.

General Information

Breaks and Meal Periods

Student employees who work more than five consecutive hours must be allowed a meal period of at least 30 minutes beginning no less than two nor more than five hours from beginning of shift. Employees who work more than three hours of overtime* are required to have an additional 30 minute meal period, prior to or during the overtime period. Student employees should not be paid for meal periods when they are completely relieved from duty during the break. Student employees must be allowed a rest period of 10 minutes paid time for each four hours of working time. Rest periods should be scheduled as close as possible to the midpoint of the work period.

Safety

As a student employee it is important for you to understand any and all safety precautions that should be taken while on the job. Student employees are responsible for following the requirements of PLU's Occupational Safety, Health & Accident Prevention Program (<http://www.plu.edu/safety/documents-forms/home.php>).

This includes:

- Participating in training programs.
- Actively supporting and participating in the University's efforts to provide a safe working environment.
- Coordinating and cooperating with all other employees in the workplace to try to eliminate on-the-job injuries and illnesses.
- Applying the principles of accident prevention in daily work, class, laboratory or residence and use of proper safety devices and protective equipment required by PLU.
- Taking care of all personal protective equipment properly.
- Not wearing torn or loose clothing while working around machinery.
- Reporting promptly to your supervisor every injury or occupational illness.
- Not removing, displacing, damaging, destroying or carrying off any safeguard, notice, or warning provided to make the workplace safe.
- Not interfering with the use of any work practice designed to protect you from injuries.
- Doing everything reasonably necessary to protect the life and safety of others.
- Your supervisor should go over the Safety Orientation Checklist on your first day of employment.

Customer Service

When addressing the public, whether on the phone or in person, it is of utmost importance to be friendly, kind and helpful. As a student employee, you are an extremely valuable ambassador for the University. It is critical that all customers (students, prospective students and families, staff, faculty, or off campus constituents) are treated with respect and grace.

Performance Reviews (Evaluations)

Although currently there are no university-wide requirements for reviewing and evaluating your performance, **supervisors are encouraged to periodically review your performance.** As an employee, you are encouraged to regularly note your accomplishments and your suggestions for improving the work place, so that you too may participate in the performance review. **The performance review may be a time when suggestions for improving your performance are given.** It is recommended that you take a positive look at those suggestions, focusing on goals and planning for future achievements. Your present employment is a step toward your career, so step forward.

NEW - Resident Assistant Policy

Resident Assistant (RA), Community Assistant (CA), Resident Assistant with Additional Duties (RAAD), and Community Assistant with Additional Duties (CAAD) differ from most on-campus positions because they are not tracked on an hourly basis. Instead, these positions have their room paid for and include a monthly stipend. Starting June 1, 2015, these positions will have an hourly value assigned to them.

- RA and CA positions will count as 13 hours of a student's 20 total hours to work on campus, leaving 7 hours per week to work additional jobs on campus.
- RAAD and CAAD positions will count as 17 hours of a student's 20 total hours to work on campus, leaving 3 hours per week to work additional jobs on campus.

STUDENT EMPLOYEE PAYMENT INFORMATION

Campus Wage Regulations

Starting 1/1/15, Minimum wage is \$9.47 per hour. Many positions pay above this rate in light of skills required, level of responsibility, etc. Any existing pay raise schedules are set by employers and are not mandated by the university. Students are mostly paid on an hourly basis (**no commissions, bonuses, fees, gifts or contributions are permitted as a condition of employment**). However, some positions are paid through a stipend for some jobs on campus (i.e. Resident Assistant positions). Student employees do not accrue unemployment benefits, sick leave, vacation pay or holiday pay.

Logging Hours

Most students record their worked hours online on a Banner Web time sheet. It can be found by logging into Banner Web, clicking on "Employee Services," and then clicking on "Timesheet." All current hourly jobs will show here. Click on the job you want to enter hours worked on, and your time sheet will come up. A good habit to start would be to enter the hours you worked at the end of each shift. At the end of each pay period click the "Submit for Approval" button to send your timesheet to your supervisor. There are step-by-step instructions on the Payroll Office web site under Student Payroll.

Picking up Your Paycheck

Students are paid monthly at Pacific Lutheran University. The pay period comes to an end on the 15th and the next pay period begins on the 16th of every month. Paychecks are ready to be picked up on the 25th of every month (previous business day if the 25th occurs on a weekend or holiday). Paychecks can be picked up in person, with photo identification, at the Business office located in Room 110 of the Hauge Administration Building; the office is down the hall perpendicular to the Student Services center. Or, you can sign up for direct deposit and have the funds deposited directly into your banking account on payday. You can pick up these forms for this option in the Business Office, Payroll Office, or online on the Payroll Office web site.

FAIR PRACTICES AND DISCIPLINE

Conflict Management and Grievance Procedures

Suggestions for dealing with conflicts in the workplace: Occasionally, work-related problems may arise. There are many methods for problem solving; one method is listed below. **Talking confidentially with your supervisor or a trusted friend may help you see a situation more objectively.** Arrange a time to do this in a private, quiet setting. Focus on the positive.

1. **Identify the problem** - Define the problem succinctly in your own mind. Try to pinpoint a specific behavior or procedure that you think needs to be changed.
2. **Brainstorm for options** - List all possible solutions, whether or not they seem realistic.
3. **Evaluate those options** - Which one is most logical? Are there departmental or university guidelines that cover the issue?
4. **Pick the one best solution.**
5. **Set goals** - It helps to break a solution or goal into component parts to be tackled one at a time.
6. **Keep a record** - Give yourself due credit for progress made.

Reasons for Termination

You may wish to terminate your employment for a variety of reasons, or you may become ineligible for employment. The following other reasons for the termination of your employment are listed below (after your employer has made his/her expectations clear and has given you ample opportunity to improve):

- Unacceptable job performance
- Violation of employer rules and regulations
- Excessive absenteeism or tardiness
- Malicious behavior (this is cause for immediate dismissal and termination)

STUDENT EMPLOYMENT RESOURCES

Student Employment Office

Ramstad 112, 8am-5pm M-F (253) 535-7459

This office provides **information to you about job openings (part-time, temporary, and seasonal, on- and off-campus, Work-Study and non-Work-Study)**. These positions are listed on the Career Connections Opportunities Board. Information regarding your jobs and hiring forms are available upon request. **W-4 forms** (Employee's Withholding Allowance Certificate) are available in this office. **You must complete a W-4 Form and an I-9 prior to starting employment on campus.**

Payroll Office

On the corner of Park Ave and 121st, 8am-5pm, M-F, (253) 535-7341

Payroll is responsible for processing your time sheets for on-campus employment and producing paychecks, using hiring paperwork collected from your supervisor as the authorization to pay you. **Direct Deposit is recommended for students' payroll. You can select this option and fill out the form to begin the process when you are hired. The enrollment form is in the Payroll Office and on the Payroll Office website. The Payroll office prepares calendar year end W-2 forms for tax purposes.**

Business Office

Hauge Administration Bldg, Rm. 110, 8am-5pm, M-F, (253) 535-7171 This office is a central location **where you will pick up your paychecks. You must have photo identification with you when you pick up your paycheck.** Please call x 7341 for questions regarding picking up your paycheck.

Financial Aid Office

Hauge Administration Bldg, Rm. 130, 8am-5pm, M-F, (253) 535-7134

This office provides financial assistance and counseling to students who would otherwise be unable to attend the university. Financial aid is available to fill the gap between the student's potential resources and educational expenses. **The Financial Aid Office awards work study based on need and if you indicated an interest in work-study** on your Free Application for Federal Student Aid (FAFSA). **Awarding is limited** by the amount of work-study funds the university receives.

International Student Services

University Center, Rm. 161 8am-5pm, M-F, (253) 535-7195

This office provides **services for international students**. If you were admitted to Pacific Lutheran University as an international student, you will want to check there for information regarding employment restrictions. You will also need to visit this office to complete employment verification forms to take to the Social Security Administration to apply for a Social Security Number. **You will need a Social Security Number to work and be paid on campus.**

Student Services Center

Hauge Administration Bldg, Rm. 102, 9am-5pm, M-F (253) 535-7161

This office has **university-wide responsibilities with regard to billing and registration services. This is the first stop in finding help in areas of finance and class registration.** After you have been registered for the first time, you will need to use this office for any changes in addresses, finances or scheduling.

Career Development

Ramstad 112, 8am-5pm M-F, (253) 535-7459

This office offers **career planning assistance**. Services include career planning **workshops**, individual and group career guidance, a **resource library** and job-hunting assistance. They also provide graduate and **professional school guidance** and resources.

SUPERVISOR INFORMATION

NOTES:

*****Change in Policy for Resident Assistants*****

If you have students that also work as Resident Assistants in your department, there will be a change starting on June 1. Please read the following policy, and work with your student workers to develop a plan that will work best for you and them:

Resident Assistant (RA), Community Assistant (CA), Resident Assistant with Additional Duties (RAAD), and Community Assistant with Additional Duties (CAAD) differ from most on-campus positions because they are not tracked on an hourly basis. Instead, these positions have their room paid for and include a monthly stipend. Starting June 1, 2015, these positions will have an hourly value assigned to them.

- RA and CA positions will count as 13 hours of a student's 20 total hours to work on campus, leaving 7 hours per week to work additional jobs on campus.
- RAAD and CAAD positions will count as 17 hours of a student's 20 total hours to work on campus, leaving 3 hours per week to work additional jobs on campus.
- **STIPENDS NO LONGER ALLOWED** – Stipends are no longer allowed for on campus positions. If your department uses stipends, please switch them to hourly rate positions.
- **Stronger Enforcement:** Please keep track of your student worker hours (students can only work up to 20 hours a week across all jobs on campus), make sure they are enrolled in at least 6 credits, and are at least 18 years old.
- **New Minimum Wage:** Starting 1/1/15, the new minimum wage is \$9.47/hr.

Overview

PLU knows the important role that the student employee fills on our campus. Student employees are critical to the success of many programs and services. Students who work on campus often become more vested in their education as they are helping themselves by contributing to the cost. Working on campus can foster connections to the campus community and improve the chances of successful completion of their degree program at PLU.

As a supervisor you are in a position to help the student succeed and may possibly serve students in many different roles. Sometimes you will be a mentor, a role model or a friend and you will be in a position to influence and ensure that students will benefit from their work experience. You also serve to ensure that PLU is benefiting from the resources that are invested in student employees in terms of training, time and funding.

Creating and Advertising a Student Position

When a department determines the need to hire a student employee, a position can be posted on the online Career Connections Opportunities Board (employers can find the link to post a job at www.plu.edu/studentemployment). The Career Connections Opportunities Board serves as the central place on campus for all student postings. New job listings will be verified, approved, and posted by the Student Employment Office. (Download the Job Posting guide: <http://www.plu.edu/studentemployment/documents-and-forms/home.php>)

Job postings will remain posted until the time indicated on the posting passes or the department closes the position by logging into the website. *It is important to update the listing as soon as the position has been filled in order to keep the website postings current and helpful to students.*

Students seeking work must be responsible for looking on the website and applying for positions that interest them. Departments may create their own job applications and may also request a resume from students applying for open positions. Departments may set their own hiring practices, as long as they meet fair labor standards. Supervisors must let all applicants know when the position has been filled. *Departments may not discriminate among students who have Federal Work Study or non-work study eligibility. Students who apply for a position should not be questioned regarding their work study eligibility.**

*Exception: Working in a community service position requires a work study award.

Employment of Related Persons

Supervisors of Student Employees should be aware of the University's policy regarding employment of related persons. PLU generally permits employment of relatives on a concurrent basis. Certain exceptions are: Supervisors should not be directly supervising or approving time sheets for relatives. For purposes of this policy, a relative is a relationship established by blood, marriage, or otherwise. See the PLU Staff Handbook for further clarification.

Campus Wage Guidelines

Student wages are set at the hiring department's discretion, based on available student labor budget and the type of work involved. Wages should be set based on the type of work and the work experience the student brings to the job. Most students are started at the lower end of the wage range; pay increases should be given once per year or more often based on the department's policies. It is encouraged that pay increases be given based on a student performance evaluation. Generally, part time student employees are not paid more than \$15.00/hr.

Minimum Wage Changes

The Washington State Minimum Wage will be increased each year by the rate of inflation and shall be calculated using the consumer price index. The new minimum wage rate will take effect in January. Payroll will automatically increase student employees with a pay rate below the new minimum wage. Student Employment and Payroll will notify the campus when the minimum wage is increased and inform supervisors of the new rate.

Student Labor Budget Allocations

Student labor budget allocations are determined and monitored by the Business/Finance Office. Departments should monitor the total amount of the student labor allocation (federal work study plus non-work study). Departments are not affected if a student is or is not eligible for the federal work study program. Throughout the year, funds may be shifted between the two budget lines based on what student employees are using.

Student Timesheets

Student employees must record the hours worked each day on their Banner Web Time Entry timesheet. If using a paper time sheet, the in and out time should be recorded for each day. Supervisors must carefully check timesheets for accuracy and submit student timesheets to Payroll according to the payroll schedule. Refer to the published Payroll Schedule for exact dates.

Student Pay Increases

Supervisors must notify the Student Employment Office of any increase to a student employees pay rate. Submit an On Campus Pay Change Request form to Student Employment. This form is available on the Student Employment website. It will be made active during the payroll period it is received in. See the current Payroll Schedule on the web.

Termination Procedure

When a student ends their employment, voluntarily or otherwise, the supervisor must notify the Student Employment Office and the Payroll office. This may be done by filling in the termination form found on the website and sending it by email or campus mail to the Office of Student Employment.

TIPS FOR SUPERVISORS

Effective Interview Techniques

The main purpose of the interview is to determine if the student applicant is capable of filling your employment needs. It also allows the student the opportunity to determine whether he/she feels qualified and comfortable with the position.

Mastering job interview skills is a major step in a student's progress toward becoming an able and self-assured participant in the world of work. The process of applying for a position and discussing his/her own qualifications and skills gives the student experience and confidence.

Tips for Interviewing

Prepare for the interview by reviewing materials you will use. Know the job description and be sure that it covers the duties of the job and the qualifications that you are seeking. The more familiar you are with the job description, the more useful the interview will be in selecting a student employee.

Try to create a friendly, comfortable atmosphere. Be aware of body language-both yours and the student's. Emphasize a relaxed, conversational attitude. Use eye contact and smile. Most job applicants are a bit nervous, especially if it is their first job interview. Devoting a few moments to putting the student at ease with "small talk" is often helpful.

Structure the interview to the functions and responsibilities of the job. Be sure you ask the questions necessary to verify that the student has the qualifications needed. Secure some basic information about the student's class schedule and work background.

Have a written copy of the job description available for the student to review. This will allow the student to organize his/her thoughts and be prepared to answer the questions posed in the interview and to formulate his/her questions.

After the basic information has been obtained, further questions are often necessary to determine skill level or degrees of talent. Encourage the student to talk by using open-ended questions such as:

- Why are you interested in working for this department?
- What skills and qualifications do you have that would relate to this position?
- What questions do you have about the job and its responsibilities?
- After seeing the job description and hearing more information, what interests you about the position? What reservations do you have?

Explain the useful and necessary role of the position within the department, emphasizing that the student will be considered an integral part of the staff. It is appropriate to give information about the department, standards expected, supervisory style. Be clear about expectations and ask the student for response, questions or comments.

Be sure the student understands the next step in the selection process. Be sure to contact all student applicants in a timely manner regarding your hiring decision.

Student Employee Orientation

A thorough and well-planned orientation allows the new student employee to become familiar with the activities of the work place and to more quickly feel like an integral part of the staff. The following *recommendations* are helpful:

- Complete all necessary employment paperwork (Online application) (I-9, W-4 in the Student Employment Office).
- Introduce student employee to PLU's Occupational Safety, Health & Accident Prevention Program. See section
- Arrange for the student to complete FERPA (Family Educational Right to Privacy Act) training.
- Arrange for the student to have access to the computer system (if required) by setting up an account and having proper authorization. Remind the student of the *Computer Use Policies* (<http://www.plu.edu/helpdesk/policies/all-computer-network-use.php>)
- Explain the operation, purpose and goals of the department and specify the student's role in accomplishing the goals.
- Introduce the student to other staff members, including other student employees.
- Provide a tour of the physical surroundings of the office. Be sure to point out the nearest restroom and break room.
- Show the student his/her work area and make sure it is well stocked with supplies.

- Establish the basic conditions of employment, e.g. hourly wage, work schedule, attendance requirements (how, when and whom to notify in case of absence or lateness).
- Explain office procedures and policies concerning breaks, use of the telephone or office equipment for personal business, access to office coffee and kitchen facilities, etc.
- Provide guidance to the student regarding appropriate dress for the department.
- Provide the student with a copy of the job description. Explain the student's general work assignment and regular duties.
- Explain how to use the phone system including how to transfer calls, put a call on hold, proper telephone etiquette.
- Explain how to use the department fax machine and copy machine. Show the student how mail is handled in the department.
- Explain how to use any specific equipment in your department.
- Discuss responsibility for finding a substitute if the student is not able to report to work on a particular day (if applicable to your department).

Once the student has begun working, it is important that the supervisor lay the groundwork for a successful working relationship by communicating clear expectations. The supervisor should provide adequate training for the student. Most new employees initially require one-on-one training. As the student gains skills and confidence in the job, the need for continued close supervision might be reduced. It is also important for the supervisor to be generous in giving the student feedback, praising the student for what he/she does well, and redirecting the student when necessary.

Ways to Help Student Employees

1. **Be an example.** Model strong work habits through efficient, dedicated work practices. Let your own approach to daily work be an example from which students can learn.
2. **Be flexible.** Understand that student employees are students first and employees second. Though it is important to have high standards on the job, it is also important to be flexible in accommodating academic obligations.
3. **Communicate expectations.** Communicate the job standards and expectations to your student employees. One can't assume that these are self-evident to the student, even though they may seem obvious to you.
4. **Give feedback frequently.** Provide consistent and appropriate feedback to your student employees. Student employees, like all employees, benefit from feedback on job performance, providing it is communicated with a positive spirit.
5. **Be fair.** Supervisors who are too lenient are not doing students any favors. Campus jobs are real jobs. Treat student employees as you would like to be treated in a given situation.

6. **TRAIN! TRAIN! TRAIN!** Take time to train your students in important work skills, safety, attitudes and habits such as perseverance, time management, phone skills, quality customer service practices, and handling difficult situations. This is the "common sense" from which success is made.

7. **Be a team player.** As a team leader, develop and nurture the unique contributions of each team member.

8. **Give recognition.** When you see a student employee "going the extra mile" acknowledge this in front of other staff and peers. People need to feel appreciated.

9. **Share the vision.** Have regular staff meetings with your student employees and inform them how their work fits into a larger purpose of the department and the University. Remember, purposeful work is meaningful work.

10. **Be an educator.** To the degree that we each contribute to the lives of others, we are all educators. Consider how you can contribute to the education of your student employees.

Motivating Student Employees

- Recognize the student as an individual with interests, values, behavior, goals, friends, family, a past, present and future. A supervisor has a responsibility to see the student employee as a unique and valuable person.
- Inform students of the relationship between their work, the role it plays in the department and the University, how it relates to their academic work and the role it can play in their future work.
- Help them train for future work and career goals. Help them acquire skills that will make them more marketable later on. Give them responsibility for projects. Give them clearly defined goals and the freedom to achieve them in their own way.
- Offer constant informal feedback in addition to periodic performance evaluations. Student employees need to know that they are on the right track and are performing up to your standards. They also need to know the areas that need improvement.
- Mix up the workload for student employees. Don't overload them with "grunt work" only. It's a strong temptation to assign all low-level work to student employees. Don't! It's demoralizing for them. Find out what specialized skills and talents they have and take advantage of them. Recognize that student employees are an invaluable resource for innovative and creative ideas for change and improvement.
- Be prepared to increase responsibilities to match the growing abilities of each student employee. Try to provide some job duties that will have "resume value."
- Treat student employees as a vital part of the department. When they are hired, be sure to introduce them to the other staff members. Include them in office celebrations. Recognize their birthdays.

- Nominate any student you feel performs above expectations for the Student Employee of the Year award. This award is given out in the spring. Students who receive this award are nominated for the Washington State Student Employee of the Year award.

PERFORMANCE EVALUATIONS

The Office of Student Employment strives to enhance student development through on-the-job experience. In order to promote learning on-the-job, we feel it is necessary to train our students with the proper skills and knowledge needed to be successful student workers. We need your help to develop these students into the employees of tomorrow's workforce. In addition to our employee orientation, we encourage all employers to give additional training to your students and provide evaluations of their work at the end of each semester.

Below are several guidelines to use when performing student employee performance evaluations:

- **Be positive.** Praise your student for the work that has been done well and for the areas of growth you've witnessed in their performance.
- **Be constructive and specific.** Let the student know exactly what areas warrant improvement. Set goals for improvement with the student.
- **Maintain privacy.** Evaluations should not be performed within earshot of other students or staff.
- **Don't feel guilty.** Everyone appreciates honesty. Consider the evaluation as a time of educating the student on their strengths and weaknesses. Now is the time for a student to learn important work skills that they will carry with them into their future careers.
- **Be sensitive.** Students work at different levels of proficiency. Differences in abilities and skills should be taken into consideration.

Sometimes the student/job match is just not successful. Ongoing evaluations with students help to prevent problem situations from arising. Supervisors are urged not to relax performance expectations by allowing students to arrive late, take time off without advance notice, or otherwise perform their duties in an irresponsible manner.

If a problem occurs, as it occasionally does, discuss the problem with the student immediately. Identify your expectations for the student again. Often problems are merely the result of a misunderstanding or poor communication. It is important that you discuss the problem with the student and give him/her an opportunity to improve; citing specific examples and noting the problem in writing often helps to clarify the issues for both the student and the supervisor. If the supervisor is unable to reach an understanding with the student, the student may be terminated.

FAIR PRACTICES AND DISCIPLINE

In order to regularly monitor eligibility for the student positions on campus, student employees will be considered terminated at the end of their last semester of enrollment, or at the end of the May of the fiscal year in which they are employed; **whichever** comes first.

Fair Practices Relating to Disciplinary Action

- **Employers should advertise student jobs with accurate job descriptions**, stating the eligibility requirements and full job description. Employers should provide a copy of these requirements to employees, discuss their job expectations with them, and provide training and orientation where necessary. Consideration of terminating student employees should be based on the assumption that job orientation and training has occurred. In the student employee grievance process, this is the first thing the student employment manager will want to see.
- **An evaluation of work performance is recommended each semester.** The supervisor should thoughtfully do this evaluation. An unsatisfactory evaluation signals the need for discussion with the student concerning his/her job performance. **Written documentation of such discussion is advisable.** In any student employment grievance process, the student employment director, will review the supervisor's evaluation record.
- **An employer should advise a student employee in writing of unsatisfactory performance at least once before termination.** A written warning should precede actual termination by two weeks; however, this two-week warning may be waived for incidents involving gross misconduct. A copy of written warning or termination should be maintained within the office of origin.
- **Reasons for terminating a student employee may include**, but are not limited to, completion or elimination of job, loss of funding, failure to carry out work assignments, lack of cooperation with co-workers or supervisor, repeated tardiness or absence from work, unsatisfactory work, or gross misconduct.
- **In the event a student employee feels unjustly treated**, refer to the Grievance Procedure.