NOTE: THE FOLLOWING STUDENT EMPLOYMENT HANDBOOK WAS THE PRODUCT OF AN SIA PROJECT AND HAS SINCE BEEN UPDATED.

FOR THE CURRENT HANDBOOK, PLEASE GO TO http://www.winona.edu/studentemployment/
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Introduction

Student employment is a significant way for students to enhance their academic experience by applying practical learning on the job in a supportive and challenging setting. Our students play an integral role in many offices across campus. In return for their service and assistance, Winona State provides student employees with an opportunity to gain valuable office and technical skills, perform work that may relate to future career plans, earn a competitive salary rate, have flexibility in the scheduling of work hours, and save the additional cost of commuting to and from a workplace.

Section I: Student Employment Basics for Students and Supervisors

Requirements and Eligibility

During fall and spring semesters, undergraduate student employees must be enrolled for at least six (6) credits and graduate employees must be enrolled for at least three (3) credits in order to be employed.

During the summer, student help students do not have to be enrolled in classes during the summer; however they must be active students at WSU (enrolled previous spring and pre-registered for fall semester). Work study student employees must be enrolled for at least six (6) credits during the summer to be eligible for work.

New students, beginning their study in fall semester, are allowed to work during the summer just prior to fall as long as they are pre-registered for fall classes.

A non-WSU degree seeking student at the undergraduate level must be enrolled for at least six (6) credits, in order to work, during any given semester. A non-WSU degree seeking student at the graduate level must be enrolled for at least three (3) credits, in order to work, during any given semester.

If student employees drop below the minimum credit requirement, for any reason, they immediately become ineligible to work.

Work Study

Students who qualify for financial aid may be eligible for work study positions. The funding for employment for work study students comes from federal or state programs. Departments are given supplemental work study budgets from which they pay this type of student employee. The work study program provides funding for students, who are eligible, to work and earn a specified amount of money based on their individual financial need.

Work study budget is allotted to departments to be used specifically to hire students who are eligible to receive work study awards. The work study budget is in addition to a department’s regular operating budget and does not appear on MnSCU accounting reports. Separate reporting documents are provided to supervisors on a monthly basis reflecting work study expenditures.
Supervisors in departments that receive a work study budget are notified, prior to July 1 of each fiscal year, of the amount of their budget for the coming year by the university Budget Director.

Students are NOT allowed to split their awards between two departments or cost center numbers.

**Student Help**

All students on campus are eligible for student help positions. This type of employment is funded within the operating budgets of departments across campus. Departmental staff determines how many positions they have available. Student Help expenditures are entered in accounting and can be seen on MnSCU accounting reports.

**Graduate Assistantships**

A few departments on campus have graduate assistantship positions. These positions are available only to graduate students and require special expertise and experience. To inquire about a Graduate Assistantship, contact the Graduate Office.

The student applicant must complete an Application for Graduate Assistantship and submit that to the department to which s/he is applying. If the student has never worked for WSU before, they will also need to complete a W-4 form and an I-9 form.

Once all hiring documents have been completed, the student’s contract will be entered in MnSCU and a bi-weekly rate will be calculated. The student does not have to complete timesheets. The student is required to submit direct deposit information on the web in order to receive paychecks via this method of payment.

Supervisors must notify the Student Payroll Office immediately if a graduate assistant terminates employment. The student’s contract will not be inactivated unless this notification takes place, and the student could inadvertently receive payment/s in error.

**International (Nonresident Alien) Student Employees**

The supervisor will only need to complete the work authorization form for international student employees. The payroll manager will complete the W-4 form and the I-9 form with all international students.

**Equal Opportunity Employment**

Winona State University supports the equal opportunity employment law. This law prohibits discrimination on the basis of race, religion, color, national or ethnic origin, age, sex (including sexual harassment), sexual orientations, marital status, citizenship status, disability, genetic predisposition or carrier status, or status in the uniformed services of the United States (including veteran status).
Winona State University promotes equal employment opportunity throughout its organizations. In order to comply with this philosophy, all supervisors are encouraged to use methods to advertise positions in such a way as to provide all students the opportunity to see and apply for all positions open on campus.

Job Posting

The Career Services Office at WSU provides a service where supervisors can post their job openings online and students may access a listing of on-campus openings at any given time. The program is called Student2Work. Students create an “EZLink” account with Career Services and can use the site to view on-campus and off-campus jobs, internships, and permanent positions upon graduation.

To post a job opening in your department, go to www.winona.edu/career and click on the Faculty and Staff link. Click on the “Student2Work Job Posting” link on the left-hand side, complete the online form and submit it electronically to Career Services.

Once the position has been filled, supervisors will notify the Career Services Office at extension 5878 to discontinue their advertisement.

Required Paperwork

Work Study

Work study employees need to complete the following paperwork prior to working any hours:

- **Work Study Authorization Form** (available in the Financial Aid Office)
- If the student have NEVER worked for Winona State University in the past
  - W-4 form
  - I-9 form

Student Help

Student help employees need to complete the following paperwork prior to working any hours:

- **Student Help Authorization Form** (available in the Student Payroll Office)
- If the student have NEVER worked for Winona State University in the past
  - W-4 form
  - I-9 form

International Students

If the student has worked for WSU in the past, they will need to fill out the work authorization form.

International student workers who have NEVER worked for WSU in the past will need to meet with someone in the Student Payroll Office to complete all of their hiring paperwork. They should bring to this meeting:

- **Work Authorization Form** (completed by student and supervisor)
- Passport (which includes Visa an I-94)
- WSU Student ID
• Social Security Card (if the student has one)
• I-20
• Banking checkbook or savings passbook (to sign up for direct deposit)

**Graduate Assistantships**

Once a student has obtained a Graduate Assistantship, they will receive a packet of forms that will need to be completed, including:

- W-4
- I-9

**Orientation and Training**

Winona State University does not offer a campus-wide student employment training program. Each department is responsible for all of the training necessary for a student to do their work.

**Compensation**

All student employees receive at least the minimum hourly rate as set by the University. Higher rates may be given for positions that require a higher level of responsibility or a specialized skill. Work study students may not earn a rate above minimum wage.

Supervisors that wish to pay a student a rate above the minimum wage can submit the Overpay Authorization Form to the Student Payroll Office.

**Meals and Breaks**

Within each four (4) consecutive hours of work, an employee may be given a 15-minute paid break period.

No employee is allowed to be compensated for the time taken for a meal break. If a student continues to work while eating a lunch or dinner, s/he may be compensated for that time as long as work is not disrupted for the meal. WSU policy holds that although student employees are normally allocated a 15-minute time period for breaks, they should not be permitted to combine “breaks” in order to take an hour long meal break.

There is ample space provided on student time sheets for students to sign in and out more than one time per day. Students should sign out when they take a meal break and sign back in when it is over. The paid 15-minute break does not need to be recorded on a time sheet.

**Payroll Schedule**

Student employees are paid on the same bi-weekly schedule as professional staff. Please refer to the student payroll schedule for a list of pay periods in the current fiscal year.
Student time sheets are due in the Student Payroll Office on alternate Tuesdays by 10:00 a.m. On occasion, time sheets will need to be submitted early; notification will be sent to supervisors ahead of time.

**Time Sheets**

The time sheet is an invoice the student employee and supervisor must complete to document the hours worked during a pay period. Blank time sheets are NOT available online, but can be obtained from the Student Payroll Office.

The cost center entered on a timesheet must match the one entered on the students Work Authorization form that was completed. If the cost center for a student changes, a new Work Authorization form must be submitted.

Student employees must record “In” and “Out” times on their time sheets. It is important to include a.m. or p.m. if they have more than one campus job so it does not appear that they are overlapping hours worked. Students may NOT receive double payment for the same hour worked for two or more work areas.

Students can be paid a lump sum as long as a brief description of why the lump sum is being paid is indicated on the time sheet. Write the total dollar amount of payment in the space provided. Work study employees may not be paid with lump sums; they must be hourly.

It is the supervisor’s responsibility, each pay period, to collect time sheets from each employee who is working for them on a continual basis. The supervisor must check the following information to make sure it is accurate prior to submission:

1. Employees name is printed clearly
2. Cost Center number is completed
3. Hours totaled are accurate and totaled correctly
4. Time sheet is not a duplicate of one already submitted by the student

Time sheets will not be processed without a supervisor’s signature. A student may not sign a supervisor’s name in his/her absence. If a supervisor is absent, they should have someone else as a back-up to sign their student’s time sheets. Students should be informed of who that back-up person is in case of their direct supervisor’s absence.

The following expectations are general guidelines and are not meant to be a comprehensive list of what is expected of all student employment positions at Winona State University. Specific departmental/office expectations and procedures will be communicated to student employees during initial training with their supervisor.

**Workplace Conduct**

While at work, all employees are expected to represent Winona State University in a positive, respectful, and professional manner. To function efficiently and effectively, personal telephone calls, email/internet activities, and visiting with friends during work hours are strongly discouraged.
When arriving to work, check with your supervisor for any tasks that need to be completed. After completing a task, always check with a staff member for the next assignment.

Student employees may do homework after all other work assignments have been completed by the discretion of their supervisor.

**Attendance**

It is extremely important for student employees to show up for their assigned work shift. Students should contact their direct supervisor if they will be late or miss a shift due to an emergency or illness. It is unprofessional to not show up to work without notifying someone.

**Performance Related Concerns and Dismissal**

It is strongly encouraged that all student employees receive an annual performance review by their supervisors.

If job performance concerns arise over the course of employment, the supervisor and employee are encouraged to discuss the matter and resolve the issue.

**Confidentiality**

All students served by WSU are entitled to confidentiality of all records, communications, and identity. Student employees may have access to confidential information that should not be released to unauthorized parties without a written release. Student employees may be required to sign an agreement of confidentiality depending on the area of employment.

Disclosure of any student information to anyone (including other students, friends, spouse or other family members, faculty, staff, or other University employees) is a breach of confidentiality. Any breach of confidentiality is a very serious violation of an employee’s legal and ethical obligations.

**Workplace Attire**

Student employees are expected to dress appropriately for their work environment. Expectations may vary by department and should be communicated to student employees during training. Inappropriate dress for all WSU departments includes:

- Clothing with offensive or inappropriate language/logos
- Short shorts/mini skirts
- Low-cut tops or tops that reveal the midriff

**Use of University Property, Equipment and Resources**

*Computers*
Departmental computers are to be used for business purposes only. Students are not allowed to play games, download programs/music, or otherwise use computers for any other use than to accomplish assigned job tasks.

*Office Equipment*

Equipment and materials purchased by Winona State University are the sole property of WSU and not intended for personal use by employees.

**Section II: Student Information**

**Resume**

Some on-campus jobs may require you to submit a resume and cover letter with your employment application. The following tips may guide you to prepare a resume. For additional information on resume writing, please visit the Career Services website at [www.winona.edu/career](http://www.winona.edu/career).

Resume Tips

1. Keep it to one page in length.
2. List work experience that is relevant to the type of job you are applying for.
3. Work experience and education should be listed in chronological order with the most recent experience listed first.
4. Do not lie, exaggerate, or stretch the truth.

The top resume mistake is having typographical or grammatical errors. Please review your resume or have someone else review it to make sure it is free of errors.

**Dos and Don’ts of Interviewing**

<table>
<thead>
<tr>
<th>Dos</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Dress Appropriately (See Attire Guidelines).</td>
<td>• Don’t make negative comments about previous employers or professors (or others).</td>
</tr>
<tr>
<td>• Arrive 10 minutes early.</td>
<td>• Don’t falsify application materials or</td>
</tr>
</tbody>
</table>
- Treat other people you encounter with courtesy and respect. Their opinions of you might be solicited during hiring decisions.
- Don’t act as though you would take any job or are desperate for employment.
- Maintain good eye contact during the interview.
- Don’t make the interviewer guess what type of work you are interested in; it is not the interview’s job to act as a career advisor to you.
- Sit still in your seat; avoid fidgeting and slouching.
- Don’t be unprepared for typical interview questions. You may not be asked all of them in every interview, but being unprepared looks foolish.
- Respond to questions and back up your statements about yourself with specific examples whenever possible.
- Don’t go to extremes in your posture; don’t slouch, and don’t sit rigidly on the edge of your chair.
- Ask for clarification if your do not understand a question.
- Don’t chew gum or smell like smoke.
- Be thorough in your responses, while being concise in your wording.
- Don’t allow your cell phone to sound during an interview. Don’t take your cell phone.
- Have intelligent questions prepared to ask the interviewer. Having done your research about the employer in advance, ask questions which you did not find answered in your research.
- Don’t take your parents, friends, significant other, etc to an interview. If you are not grown up and independent enough to attend an interview alone, you are insufficiently grown up and independent for a job.
- Make sure you understand the employer’s next step in the hiring process; know when and from whom you should expect to hear next. Know what action you are expected to take, if any.
- After the interview, make notes right away so you do not forget critical details.
- Write a thank-you letter to your interviewer promptly (usually within 24 hours after the interview).

**Interview Attire Guidelines for Men and Women**

**General Guidelines for both Men and Women**
- **Suit**: A two piece matched suit is always the best and safest choice
- **What if the job is in a non-suit-wearing work environment?**
  Even if you would or could wear jeans on the job, or the work environment is outdoors, wearing a suit to the interview shows you take the interview seriously as a professional.
meeting. If you think the industry in which you are interviewing would frown on a suit, or the interview will involve going to a work site where a suit is inappropriate, look for advice through professional organizations, your professors who have been employed in that industry, and/or by asking the employer directly and politely.

- **Conservative colors/fabric:** Navy/dark gray (and black for women) are safe. Other color trends may come and go; avoid the extremes.
- **Details:** Everything should be clean and well pressed. Carefully inspect clothes for tags, dangling threads, etc.

**Men**

- **Suit:** A two-piece suit is always the best and safest choice. Do not combine a suit jacket with pants that do not match.
- **Ties:** Tie styles come and go. Select good quality silk ties. Avoid fashion extremes.
- **Shirts:** Long-sleeved shirts, even in the summer. Choose white or light blue solid, or conservative stripes.
- **Socks:** Dark socks (to match your suit), mid-calf length so no skin is visible when you sit down. Do not wear white, cotton, sports socks that only go to your ankle.
- **Shoes:** Leather, lace-up or slip-on business shoes. Do not wear boots, tennis shoes, or sandals.
- **Facial Hair:** If worn, should be well-groomed.
- **Jewelry:** Wear a conservative watch, if you have one. If you choose to wear other jewelry, be conservative. Removing earrings is safest.
- **Details:** Everything should be clean and well-pressed.

**Women**

*Do not confuse club attire with business attire.* If you would wear it to a club, you probably should not wear it in a business environment.

- **Suit:** Wear a two-pieced matched suit (pants or skirt)
- **Skirt lengths:** Your skirt should cover your thighs when you are seated. Showing a lot of thigh makes you look naïve at best, foolish at worst. High slits in skirts are not appropriate.
- **Shirt/sweaters:** Underneath the suit jacket, wear a tailored blouse in a color or small print that coordinates nicely with your suit. Do not show cleavage.
- **Jewelry/accessories:** Wear a conservative watch, if you have one. Jewelry and scarf styles come and go. Keep your choices simple and leaning toward conservative. Avoid extremes of style and color.
- **Cosmetics:** Keep make-up conservative. Nails should be well-groomed. Avoid extremes of nail length and polish color.
- **Shoes:** Should be leather or fabric/micro fiber. Chose close-toed pumps. Regardless of what is in style, avoid extremes; no stilettos or chunky platforms. Make certain you can walk comfortably in your shoes; hobbling in uncomfortable shoes does not convey a professional appearance.
- **Hosiery:** Should be plainly styled (no patterns), sheer, and in neutral colors that match/compliment your suit. Do not wear white cotton socks, or go barefoot.
- **Purse/bag:** If you carry a purse, keep it small and simple. Purse color should coordinate with your shoes.
Grooming Tips for Everyone

- **Hair**: Should be clean and neat.
- **Shoes**: Should be in polished condition. Make sure heels are not worn.
- **Details**: No missing buttons, no lint; and do not forget to move external tags and tacking stitches from new clothes.
- **Hands**: Clean and neatly cut fingernails.
- **Fit**: Clothes should be clean, neatly pressed, and fit properly.
- **Smell**: Perfume or cologne should be used sparingly or not at all. No odors in clothes. Do not smell like smoke.
- **Pad folios**: Preferred over a bulky briefcase.
- **Book bags**: Leave it at home.

The above guidelines are general suggestions when going through the interview process and will assist you to have a successful interview. [Career Services](#) also offers information on interviewing skills and tips to assist students during the interview process.

**Section III: Supervisor Information**

As a student employee supervisor, you are more aware than anyone how important our student employees are to us and what an integral part of the daily operations of the University they are.

Our student work force is a valuable resource and your role as a supervisor is central to their training and development. This manual is written to support you in this effort, by providing procedures and guidelines to supervise student employees.

**Why Do We Encourage Students to Work On-Campus?**

Research shows that students who work on-campus:
- enjoy greater academic success,
- are more connected to the University,
- develop relationships with members of the University community who can help them deal with a variety of questions and concerns.

Every student position can be beneficial even if it is not significantly related to a field of study. Student positions help our students gain a better understanding of the dynamics of the working world and help students develop many of these essential job skills:
- technical skills;
- communication skills
- problem solving and decision making skills;
- critical thinking;
- writing skills;
- team building, interpersonal, and customer service skills;
- and personal responsibility.
As a supervisor, you have the unique opportunity to contribute to the success of students by providing work experiences that enhance their academic endeavors. A simple conversation about your student worker’s career goals may lead to ideas about projects and skills that would benefit his/her career development and help your department achieve its goals, too.

Internships are defined as degree-related work experiences, for which academic credit is awarded. If you are interested in having your student position meet internship criteria, please contact the Chair or Dean’s office in the appropriate College.

Once you have decided to hire a student employee and have determined the source of funds for wages, the following steps will help to streamline the process.

- verify that your department has a Work-Study allocation if applicable;
- prepare a brief job description and identify the qualifications required;
- determine the hours you need the student to work; and
- post your job on the Career Service’s Student2Work website.

Your job listing(s) will remain active on the Student2Work website until your specified closing date. If your position has not been filled by the closing date, you may extend the closing date.

Interested students will contact you per your instructions in the job posting. It is up to you to interview, check references, do any skills testing (such as data entry, filing, computer software knowledge, etc.) and choose who to hire. There is no required, standard application for Winona State student employees; however, if you need one, a sample is included in the Appendix.

**Responsibilities of the Supervisor**

The primary responsibilities of the supervisor are to:

- Advertise open jobs in your department so all students have an opportunity to apply.
- Complete a job description as accurately as possible.
- Interview and hire.
- Complete the appropriate hiring paperwork with the student.
- Establish and provide adequate supervision, training, and support to the student employee.
- Monitor the remaining work award for each student.
- Verify timesheets are accurate before signing and submitting them to the Payroll Office. The supervisor’s signature certifies that the student has actually worked all hours reported.
- To train, coach, and evaluate a student’s work performance.

Some students may have a great deal of potential but have very little prior work experience. Their job becomes part of the educational process and may complement their academic work. Patience and support on the part of the supervisor can help the student develop that potential and at the same time become a valuable asset to the operation of the department.

**Interviewing Student Employees**
It benefits both you and your potential student employee to discuss the following during the interview:

- Past work/volunteer experience.
- Description of job duties.
- Experience and skills needed to perform the job.
- Personal conduct and dress expected.
- Start date, pay rate, hours of operation and student's schedule of weekly hours.
- Training and mentoring provided.
- The office’s policy regarding confidentiality.
- Expected date by which you will have made a hiring decision and start date.

Please note that the employment laws that apply to interviewing regular employees also apply to the interviewing of student employees.

It is highly recommended to require a resume from the student as part of the job application. This, along with the interview, is truly a great experience for the student.

In general, the following interview guidelines should benefit both supervisor and student.

1. **Prepare for the interview**: Review student's application and have materials describing the position and the expectations of the position available.
   - Write interview questions that are criterion-based, behavior-based, job related, and non-discriminatory.
   - Set aside enough time to do an interview of substance that covers all requirements for the student employee to successfully perform the job.
   - Give each candidate a copy of the position description.

2. **Establish a friendly atmosphere**: Most job applicants are nervous during an interview. Putting an applicant at ease with “small talk” is appropriate. Questions about vacation, weather, etc. are usually good ice-breakers.

3. **Secure basic information**: Obtain specific information such as education, training, and past work experience. Listen carefully and pose questions or comments to encourage elaboration. This may be his/her first interview and as educators, we want the interview to be a learning experience.

4. **Clarify information related to skills and talents**: Ask questions that relate to the necessary skills essential to the position. The questions should also be open-ended such as, "Can you give me an example of ...?"

5. **Remain within legal guidelines**: Winona State University is committed to the principles of equal opportunity in admission, financial aid, employment, and housing regardless of race, color, sex, religion, age, disability, veteran's status or national origin. You should keep your questions to those which are pertinent to the job and make an effort to ask all applicants for the
same job the same questions. A list of legally compliant sample questions is included in the Appendix.

6. **Discuss goals and plans:** Use the "Why" questions to discover basic motivation, values and future plans.

7. **Provide information and attitudes:** Provide information on essential functions of the job, standards expected, your supervisory style, and other factors. Be clear about your department’s expectations.

8. **Question/Answer Time:** Give the student the opportunity to ask any questions s/he may have regarding the position and/or hiring process.

9. **Conclude and advise:** Thank the student and establish the next step in hiring process.

10. **Record the interview:** Make notes about major points and about those which need follow-up.

11. **Follow-through:** Make sure to follow through with the hiring process in a *timely* manner. Respectfully notify all candidates with your decision. It is the supervisor’s responsibility to notify the student as soon as possible about the hiring decision. If the student is not hired, it is a courtesy to notify them.

While an interview is a valuable method of selecting student employees, other information, such as references, should be considered. A sample reference check form is also included in the Appendix.

**Criminal Background Check**

Some student positions, in trust sensitive positions (for example, access to building keys, handling cash or funds) may require a criminal background check prior to extending an offer of employment or may extend the offer contingent to a background check. Contact the Student Payroll Office on how to properly obtain background checks.

**Training and Supervising Students**

The best supervisors treat their student workers as individuals, and understand that student workers have other interests and responsibilities. They make the work of the student seem interesting, significant, and worthwhile to both the supervisor and the student.

A good supervisor must have many talents. To assist supervisors of student employees The "Journal of Student Employment", National Association of Student Employment Administrators, Winter, 1995 has developed the following guidelines.

1. **Be an Example:** Model strong work habits through efficient and 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 to accommodate academic obligations.

3. **Communicate Expectations**: Communicate the job standards and expectations to your student employee. One cannot 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 yourself would like to be treated in any given situation.

6. **Train, Train, Train!**: Take time to train your students in important skills, attitudes, and habits, such as perseverance, time management, phone skills, quality 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. Take a global perspective.

8. **Give Recognition**: When you see a student "going the extra mile" or "persevering through difficult situations", acknowledge this in front of other staff and peers. People need to feel appreciated.

9. **Share a Vision**: Have regular staff meetings with your student employees, and inform them how their work fits into a larger purpose of the department and institution. 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. How can you contribute to the education of your student employees?

**Orientating Your Student Employee**

Each student employee should be oriented to their specific position and the overall department, including job functions, departmental policies, their work schedule, and expectations. Orienting a new student worker to your area should also include the following:

- **Introductions.** The student should be introduced to everyone in his/her immediate office or work area. It is especially important that the student understand:
  - Who is his/her direct supervisor?
  - To whom should s/he direct problems or questions?
  - Who should s/he contact in case of absence or change in work schedule?
- **Explain to the student what the department does and its role in the University.** Most importantly, share how his/her work will play a role in the University’s mission.
Use the job description to thoroughly review job duties and responsibilities. Include your expectations and those of your department (dress code, telephone etiquette, customer service, etc). Misunderstandings can be avoided by making these expectations and job duties very clear early in the working relationship. It is recommended to have the student sign an agreement with an understanding of the job description and expectations.

Develop a work schedule based on the department’s needs and the student’s availability. Keep in mind work allotment and be flexible when scheduling during holidays and examination periods.

Discuss the student’s responsibility and appropriate use of University facilities and equipment.

Emphasize the importance of safety in the workplace.

Stress the importance of confidentiality of records and files, system access and security procedures.

Instruct your students how to record hours, complete timesheets, and when they will be paid. Provide them with the Student Payroll Schedule. This schedule details the pay period dates and when they will be paid for hours worked.

Provide the Student Employment Handbook as a guideline for your student employee(s).

Make arrangements for specific training (job shadowing current student workers, getting one on one training from e-learning on various programs, etc.).

Share with the student what will happen if s/he is not performing as expected.

Evaluating Student Employees

All student employees should periodically be given a performance evaluation to discuss strengths and weaknesses and possibly new goals or duties. The evaluation is also a great opportunity for students to share questions or concerns they may have about the job. It is recommended for new student employees to receive feedback at 30 days, 60 days, 90 days and then annually thereafter. An employee evaluation form should be completed by the student employee and the supervisor after which both should discuss the evaluation results and formulate goals for the future. A sample form is included in the Appendix.

Evaluation should be an on-going process. After the student is given initial training, make periodic checks to see that performance is meeting the desired expectation. Timeliness is important if your evaluation is to be of maximum benefit to the student. Although criticism is never pleasant to give or receive, students feel less threatened and are usually more responsive if it is made within these guidelines:

**Be constructive and specific:** What are the actual examples of poor performance? What should be done in the future to improve?

**Maintain privacy:** Criticism should never be made within earshot of others.

**Be positive:** Start on a positive note. What is the student doing well? Select a particular situation or skill and mention it first. Tell the student what you like about his/her work. Then explain what areas need improvement.
Accountability is important: Students usually know when they need criticism. If you fail to react to unacceptable work, you may lose the respect of the student involved as well as that of other workers in the department. Your goal is to keep all students working at their full and most productive capacity.

Be Sensitive: Differences in abilities and aptitudes should be taken into consideration for each individual evaluation. The long-term goal of student evaluation is to assist the student in her/his development and to enhance the dimensions of the work/educational experience.

Coaching and Corrective Action

Good coaching is essential for effective corrective counseling. Corrective counseling can consist of oral and written warnings designed to change the behavior of an employee who has not performed assigned tasks or adhered to an expected code of conduct. Warnings are a necessary first step to remove the employee from an environment where there is no chance for success or where the student employee’s presence can seriously damage or disrupt the operations of the department. Once these procedures are followed, there will hopefully be an improvement in the situation. If however, the problem continues to be unresolved, it may be necessary to take further action such as suspension or termination of the student employee. If this is the case, work closely with the Student Employment Office. ALWAYS document any corrective action you take (verbal coaching or written warnings) by summarizing what was said, improvements suggested, and date of correction.

Supervisors are encouraged to give positive feedback to students when warranted; however, there may be times when a student employee is not performing up to your expectations as a supervisor. This may relate to attendance, punctuality, job performance, or attitude. At these times it may be necessary to inform the student of your dissatisfaction with their performance. A coaching and corrective action form has been included in the Appendix to facilitate the procedure of informing a student when their work habits must be improved. A copy should be maintained by the supervisor and the student.

Steps in the coaching process:

- Observe and assess student employee's ability to handle specific situation.
- Communicate promptly and obtain feedback from the student employee.
- Provide required training, guidance, and support.
- Agree on specific goals and checkpoints.
- Be timely, specific, and focused.

The following examples are reasons for corrective counseling, warning, or termination but do not attempt to encompass all potential situations:

- Inability to perform the job to the supervisor’s standards.
• Repeated tardiness.
• Theft of office equipment or supplies.
• Discourteous (attitude) to fellow staff and public.
• Falsification of his/her timesheet.
• Improper use of University equipment.

Steps in the corrective counseling progressive disciplinary action process:

1. Oral warning
2. Written warning
3. Discharge

How to communicate during corrective counseling:

• Be timely, specific, focused, and non-confrontational.
• State effect/consequences of misconduct or poor performance.
• Be firm, but open, supportive, and empathetic.

Determining the right step in a progressive counseling system:

• Severity of the incident/effect on the organization.
• Strength of communication to student employee.
• Employee's overall work record (performance and length of service).
• Evidence and reliability of witness.
• Precedent and consistency.

Documentation of corrective counseling should include:

1. Details of the infraction, including dates locations and witnesses (if applicable).
2. Specific policy violated (if applicable).
3. Effect on the organization or department.
4. Reference to previous reports, corrective counseling, or patterns of unproductive behavior/ performance.
5. Time and place of meeting and parties present when counseling given.
6. Content of meeting and student employee's reaction.
7. Consequences/Plan of action (including expected standards of performance/conduct and next step).

The Student Employment Office should be notified if the determination is made to terminate a student employee.

Recommend Three-Step Termination Process.

1. Verbal warning to student.
2. If no change, written warning to student with a copy for the student and a copy for the department.
3. If no change, written termination with a copy sent to the Student Employment Office and a copy for the department.

Grievance Procedure

A “Grievance” is a complaint brought by a student employee who feels that he/she has been unfairly treated as it relates to his/her employment. Refer to WSU’s Regulation 4-2. No retaliation of any kind shall be taken against a student for participation in a complaint or grievance.

Injury on the Job

If a student who is employed on campus is injured as a result of work related activities, s/he is covered by Worker’s Compensation. By law, accidents must be reported immediately to the supervisor no matter how slight, and within 24 hours to the Campus Safety Office. If medical attention is necessary, you should send the student to Health Services when applicable or call for emergency personnel, if needed. The Student Employment Office should be informed as soon as possible after the incident occurred.

Section IV: Appendix

Sample Job Description
Sample Interview Questions
Sample Reference Check
Sample Employee Evaluation
Coaching and Corrective Action Form
Sample Job Applications
Student Employment Policy
Grievance Policy
Sexual Harassment
University Code of Conduct
Sample Job Description

Job Title
Wage
Hours (Please indicate the approximate number of hours per week. If the hours are negotiable, please indicate within what time range hours may be negotiated.)
Basic Job Duties
Minimum Qualifications
Department
Contact Name
Bldg./Room #
Phone, Fax, Email
How Students Should Apply

The Center for English as a Second Language (CESL) is looking for a student worker to fill an Office Assistant position. The person selected may provide administrative support to the CESL Business Office and works under the supervision of the Business Manager, Sr., Administrative Assistant and/or the Office Assistant, Sr. On occasion, other staff or faculty members may require support.

Total number of hours to be worked per week will be between 15-20 hours per week, Monday to Friday. CESL operates its programs year-round, so there may be the possibility for additional hours during normal UA closure periods.

The successful applicant will demonstrate the following qualities:
• An interest in and respect for the unique multicultural environment in CESL
• Knowledge of Microsoft Office, Web browsers, UA Net ID, Access
• Detail-oriented
• The ability to work independently given departmental policies and guidelines
• Have excellent written and oral communication skills
• Integrity, punctuality and dependability

Job duties include:
• Various account reconciliations
• Maintenance of Express Mailing log
• Photocopying and collating documents
• Preparation of Student Certificates
• Data entry
• Shredding
• Filing of accounting records and student documents
• Establishing new employee files and filing of personnel and payroll documents
• Printing and folding brochures, applications and assembling documents
• Assist with walk-ins and answer phones as needed
• Make deliveries around campus
• Scan student records
• Assist in maintaining bulletin boards and help with posters and flyers

Advanced knowledge of a foreign language is a plus (preferably Spanish), as well as experience working with foreign students.

Please complete the Student Worker Application and turn it into CESL, Room 100 (Business Office).
Sample Interview Questions

Applicant: __________________________________    Date: __________

Interviewer: _________________________________

Tell us about yourself.

What interests you about our summer staff position?

What skills and qualities can you bring to this position?

If we were to ask someone who you have worked with in a team setting, how would they describe you?

Providing great guest service is key in the role of a summer conference staff member. Tell us about a time when you provided great guest service.

Tell us about something you are very proud of.
Give an example of when you had to work with someone who was difficult to get along with. How/why was this person difficult? How did you handle it?

What aspect of your past employments did you enjoy the most?

If you were selected, would you be interested in summer housing (if working on average full-time)?

Do you have any questions for us?
Sample Reference Check Questions

Reference Check Questions

My name is _________________ and I work in the Conferencing Department at Winona State University. I would like to ask you some questions about ____________, who has applied for a summer staff position. Is this a good time to speak with you?

Applicant Name ___________________________ Employment Dates_______________

Person Contacted_________________________ Title______________________________

Company_______________________________

1. What duties were performed while employed?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

2. How would you describe his/her work performance?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

3. How well did s/he work with peers and supervisor(s)?

________________________________________________________________________

________________________________________________________________________

4. What are his/her strengths and weaknesses?
5. Would you comment on his/her:

a. Attendance

b. Dependability/Reliability

c. Overall Attitude

d. Initiative

6. Would you re-employ? If no, why not?

7. Is there anything else of significance you feel we should know?
**Sample Employee Evaluation Form**

**NAME:** ________________________________

1. Type of work performed/Duties: ________________________________

2. Please evaluate the student employee (as compared with peer group) according to the areas listed below, rating them as follows:

<table>
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<tr>
<th>Area</th>
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<td>Attitudes toward work: enthusiasm with which work is done</td>
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<tr>
<td>Cooperation: ability to work with others in harmony</td>
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<td>Courtesy and friendliness: consideration of others</td>
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<tr>
<td>Dependability: promptness and reliability in attendance</td>
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<tr>
<td>Initiative: ability to plan and direct one’s own work</td>
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<td>Judgement: ability to make sound decisions</td>
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<tr>
<td>Leadership: understanding people and directing other’s work</td>
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<tr>
<td>Personal appearance: neatness, cleanliness, grooming</td>
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<tr>
<td>Quality of work: applying one’s abilities to his/her work</td>
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<tr>
<td>Responsibility: willingness with which work is done</td>
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</table>

3. Would you:
   _____ strongly recommend,
   _____ recommend,
   _____ recommend with reservations,
   _____ not recommend this worker for future or other employment?

*(please check one)*
Sample Coaching & Corrective Action Form

Employee Name ________________________________________ Date ___________________

Type of Warning issued:          Counseling          Written          Final

Policy Violation or Performance Issue – Listed below is the policy(s) that was violated, date, and time or standard of performance that you have not met.

Conduct that was observed and/or substantiated:

Below are areas of your performance/conduct which need to improve to satisfactory level or better. Included are also suggestions for improvement or immediate action that needs to take place.

List all previous warning(s):

Date: ________________ Date: ________________ Date: ________________

Type: ________________ Type: ________________ Type: ________________

Employee Signature ______________________________________ Date ______________

Supervisor Signature ______________________________________ Date ______________
Supervisor Handbook Evaluation

1. Did you feel this handbook was beneficial in supervising your student employees?  
   Yes  No

2. Please explain what areas of the handbook were beneficial to you.

   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

3. Please explain what areas of the handbook were not beneficial to you, if any.

   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

4. Do you feel this handbook encouraged a positive work experience for your student 
   employees?  Yes  No

5. Do you feel your supervisory skills have improved as a result of this handbook?  Yes  No

6. What topics of student employment were not included in the handbook that you feel should be?

   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

Upon completion, please forward to the Student Payroll Office.
Student Handbook Evaluation

1. Did you feel this handbook was beneficial in becoming familiar with the student employment process? 
   Yes   No

2. Please explain what areas of the handbook were beneficial to you.
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

3. Please explain what areas of the handbook were not beneficial to you, if any.
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

4. Do you feel this handbook supported a positive work experience between you and your supervisor? 
   Yes   No

5. Do you feel your student employment experience has developed transferrable skills that will relate to your future career? 
   Yes   No

6. What topics of student employment were not included in the handbook that you feel should be? 
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

Upon completion, please forward to the Student Payroll Office.
### PERSONAL INFORMATION

Name ____________________________  UC Box____________________

Local Address ____________________________

Email ____________________________  Phone ____________________________

Have you previously worked under Pacific’s Work-Study Program?  □ YES  □ NO  
Are you 18 years or older?  □ YES  □ NO

- Undergraduate  □ Professional  Program/Major ____________________________  Graduation Date? ____________________________

Available to work...  □ Fall  □ Winter III  □ Spring  □ Holidays  □ Weekends  □ Summer

Days/hours available to work this semester:  
Mon ____________________________  Tues ____________________________  Wed ____________________________

Thur ____________________________  Fri ____________________________  Sat ____________________________  Sun ____________________________

### EXPERIENCE

List below your experience, beginning with your present or most recent position. Give special attention to experience relating to the position for which you are applying.  May Pacific University contact your past/present employers?  □ YES  □ NO

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<tr>
<th>1. Last or Present Employer</th>
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<tbody>
<tr>
<td>Address</td>
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<td>City, State, Zip</td>
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<td>Job Title</td>
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<td>Hrs/Wk</td>
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<td>Date Started (Mo./Yr.)</td>
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<td>Date Ended (Mo./Yr.)</td>
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<td>Supervisor Name &amp;Title</td>
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<td>Email</td>
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<td>Phone</td>
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<td>Describe Specific Duties, Skills Developed, &amp; Accomplishments:</td>
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<th>2. Previous Employer</th>
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<td>Phone</td>
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<tr>
<td>Describe Specific Duties, Skills Developed, &amp; Accomplishments:</td>
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</table>
## CAREER OBJECTIVES

List your career objectives with respect to the occupation you wish to pursue, skills you wish to develop, populations you wish to serve, knowledge you wish to gain, etc.

---

## SPECIAL TRAINING & SKILLS

List any special training, licenses, certificates, machine skills, office equipment, or other special skills you may have that are pertinent to the position to which you are applying.

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## REFERENCES

Give three (3) references that we may contact — school or work related.

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<th>Employer</th>
<th>Relationship (e.g., direct supervisor, manager, trainer, professor, mentor, advisor)</th>
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SAINT ANSELM COLLEGE

Student Employment Application

Saint Anselm College is an equal opportunity employer, dedicated to a policy of non-discrimination in employment. All employment decisions are made without regard to race, color, sex, age, marital status, physical or mental disability.

PLEASE PRINT – COMPLETE ALL QUESTIONS

Position for which you are applying: ____________________________ Department: ____________________________

Full Name: ________________________________________________________________________________
  First       Last       M.I.

Local Address: ______________________________________________________________________________
  SAC Box # or Street

Phone: ____________________________ Cell phone: ____________________________

E-mail address: ____________________________ Best method to contact you: ____________________________

Class Standing: Freshman ____________ Sophomore ____________ Junior ____________ Senior ____________

Major: ____________________________

PLEASE INDICATE HOURS OF AVAILABILITY:

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<tr>
<th></th>
<th>Sunday</th>
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How many hours per week would you like to work? ____________________________________________

Have you been employed on campus at Saint Anselm College before? ____________ Yes ____________ No

If yes, when? ____________________________ In what position/department? ____________________________
Are you eligible for Federal Work Study?   Yes     No
Are you a U.S. citizen?          Yes                  No
In no, are you authorized to work in the U.S.?  Yes   No
Are you 18 years of age?         Yes               No
If no, have you provided a work permit?          Yes    No

Please list relevant paid or volunteer work experience:

1. Employer/Department ______________________________ Position ______________________________
   Address ____________________________________________ Phone ________________________________
   Supervisor __________________________________________ Dates of employment: From _____ to _____

2. Employer/Department ______________________________ Position ______________________________
   Address ____________________________________________ Phone ________________________________
   Supervisor __________________________________________ Dates of employment: From _____ to _____

3. Employer/Department ______________________________ Position ______________________________
   Address ____________________________________________ Phone ________________________________
   Supervisor __________________________________________ Dates of employment: From _____ to _____

References:

1. ________________________________________
   Full Name   Phone number   Relationship

2. ________________________________________
   Full Name   Phone number   Relationship

3. ________________________________________
   Full Name   Phone number   Relationship

I authorize you to contact the references listed above, and I hereby certify that the above information is true and complete. I understand that falsification or omission may result in my termination from student employment.

Signature          Date

m/stud empl FY07/word/D-jobapplication7-28-04