Managing Student Employees

Presented By:

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Session Objectives

- Gain Understanding of Managing Work-Study employees
- Learn about:
  - Hiring
  - Setting Expectations
  - Motivating and Recognizing Work-Study employees
  - Giving Feedback
  - Managing Performance
  - Handling Separations
Who are Work-Study Employees?

- Students
- Members of Clubs/Organizations
- Roommates
- Employees
Student’s View of Work-Study

- Helps student borrow less
- Helps offset rising costs
- Gain work experience
  - Enhance resume
  - Letters of reference
  - Understand work organizations
- Students who work during college find it easier to find a job after college
Department’s View of Work-Study

- What is the department’s philosophy of Work-Study employees?

- How many Work-Study students will be employed?

- Will they all hold similar positions? Will they be different?
Department’s View of Work-Study

- How will absences or schedule changes be handled? (e.g., illness, class-related conflicts)

- Will student employees be required to work spring break or exam week?

- How will we communicate assignments?

- How will we keep track of time?
Student Employee Management Cycle

- Rehire /Don’t Rehire
- Terminate
- Student Graduates
- Train
- Set Expectations
- Orient
- Track Performance
- Motivate and Reward
- Give Feedback
- Job Description
- Interview
- Hire
- Student Employees
Hiring a Work-Study Employee

- Post on Hire a Longhorn job bank:
  - http://www.hirealonghorn.org

- Recruit at on-campus Work-Study job fair

- If position has not already been created in HRMS, create one
  - Can be a pooled position

- Additional guidelines:
Job Posting Guidelines

Job description
- Describe the position accurately
- Include required qualifications
- Provide contact information
- Describe application process
- Must meet EEO guidelines
The One Question Interview

Please think about your most significant accomplishment.

Now, could you tell me all about it?

Lou Adler  The Best Interview Question of All Time
Job related interview questions

- **RAPPORT BUILDING** – “breaks the ice” Perk: allows both you and the applicant time to gather your thoughts. **Negative**: the clock is ticking.

- **OPEN ENDED** – Allows the applicant to tell a story. Perk: can the applicant create the concept, verbalize it, then close with a pertinent result? **Negative**: Can tell the interviewer what they want to hear – based on theories and not justifiable facts.

- **BEHAVIOR BASED** – The best predictor of future behavior is past behavior. Perk: The applicant must draw on past behavior that’s “job related.” **Negative**: the clock is ticking.
Interviewing Student Employees

- Ask to see the student’s “Work-Study Verification”
- Students have past experiences they can draw upon.
- Any school-related or volunteer work can be relevant.
- Keep your questions job related.
- Allow for silence – the applicant should do 70% of the talking... the interviewer 30%
After Hiring a Work-Study Employee

- Close the Hire a Longhorn job posting
- Assign student using “Assign Work-Study” in HRMS
- Have student complete items on “New Student Employee Checklist” on HRS Student Employee website: [http://www.utexas.edu/hr/student/new_student_employee_checklist.html](http://www.utexas.edu/hr/student/new_student_employee_checklist.html)

New policy: All student employees must have a criminal background check
Paying Work-Study Employees

- Timesheet ("On-Campus Work-Study Timesheet")
  - Track the number of hours worked
  - Pay the student according to guidelines: [http://www.hirealonghorn.org/employers/workstudy/oncampus/paying.html](http://www.hirealonghorn.org/employers/workstudy/oncampus/paying.html)
“An institution must pay a Work-Study student at least once a month.”

*Federal Work-Study Regulation 34 CFR 675.76:*

- **Department is responsible for:**
  - Ensuring Work-Study paid at least once a month regardless of whether or not students submit their timesheets

- **Work-Study employee is responsible for:**
  - Submitting timesheets
Tips for Obtaining Student’s Timesheet

- Make turning in timesheets a job expectation
- Have students sign in and out each day at work
- Supervisor can complete and turn in timesheets to departmental Payroll Person
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First Step in Managing: Establishing Expectations

- **Desired Results**
  Identify what is to be done and when

- **Guidelines**
  Specify the parameters (principles, policies, etc.) within which results are to be accomplished

- **Resources**
  Identify the human, financial, technical, or organizational support available to help accomplish the results.

Establishing Expectations

- **Accountability**
  Set up the standards of performance.

- **Consequences**
  Specify what will happen as a result of non-performance.

- **Deal with issues as they occur**
  Address disruptions of shared expectations as they occur.

- **Renegotiate**
  Ongoing issues with shared expectations.

Tips for Setting Expectations

Statement of Understanding

- Dress code
- Personal use of office equipment
- Calling in sick
- Time off
- Submitting timesheets
- Follow departmental and university policies
Orientation and Training

- Orienting Student Employees
  - Review position description
  - Give student tour of department
  - Introduce student to others in the department
  - Provide students with written policies
  - Develop Work-Study desk manual

- Training Student Employees
  - Determine what skills need to be taught
  - Teach those skills
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Building Trust

- Communicate!
- Consistently reinforce – and model - the acceptable standards of behavior
- When in the “gray zone,” choose fairness
- Live up to your commitments
  - Do what you say you will do
Motivating Student Employees

- Recognize individual differences
- Match people to jobs
- Use goals
- Ensure that goals are perceived and attainable
- Individualize rewards
- Link rewards to performance
- Check the system for equity
- Use recognition

Recognizing Student Employees

Ways to Recognize Work-Study Employees

- Nominate for Student Employee of the Year
- National Student Employment Week
  - Second full week in April
- Resources available on HRS “Celebrating Student Employees” page:
  - [http://www.utexas.edu/hr/student/celebrate.html](http://www.utexas.edu/hr/student/celebrate.html)
    - Tips for Recognizing Student Employees
    - Certificate of Appreciation template
Certificate of Appreciation

Presented to

for your valuable contributions as a Student Employee at
THE UNIVERSITY OF TEXAS AT AUSTIN
2010-2011
Value of Feedback

- Can help person set goals
- Feedback tells people how they are progressing to goals
- Acts as a positive reinforcer
- Can result in increased effort
- Can engage employee in suggesting ways to improve performance
Positive vs. Negative

- **Positive feedback**
  - Perceived more accurate than negative
  - Almost always is accepted

- **Negative feedback**
  - Often met with resistance
  - More likely to be accepted from a
    - Credible source
    - Data driven
Tips on Providing Feedback

- Let them know exactly what is required of them
- They need to know “How am I doing?”
- They need to know that you care
- Be sincere
- Be quick—Timely—When it happens
- Give feedback often
Tips on Providing Feedback

Focus on specific behaviors

- Avoid: “You have a bad attitude”
- Better: “John, I am concerned about your performance lately. You were a half hour late to work and a customer mentioned that you were abrasive with him.”

- Avoid: “You’re doing a good job”
- Better: “Terri, I was pleased with the way you handled that customer complaint. You gave the customer the attention she wanted.”
Tips on Providing Feedback

- Keep feedback impersonal
  - Descriptive rather than judgmental
  - Avoid: you are rude, insensitive, incompetent

- Keep feedback goal-oriented
  - Make sure it is directed at recipient’s goals
  - Avoid: “I’ve got something I just want to get off of my chest”
Tips on Providing Feedback

- Make your feedback timely
  - Deal with issues as soon as possible

- Ensure understanding

- If negative, make sure the behavior is controllable by the recipient

When a Problem Arises . . .

Don’t Wait, Communicate!
Effective Communication

- Active listening
  - In person typically is best
  - Body language is essential
  - Watch for your assumptions
  - Repeat / paraphrase what you heard
  - Ask if you understood correctly

- Be clear about next steps

- Follow conversations up in writing if needed

- Goal is to de-escalate and solve concerns at lowest level possible
Handling Student Employee Concerns

- If a student comes to you with a concern . . .
  - Sit down and listen
  - Withhold your reaction until the student finishes
  - Repeat back what you heard
  - Ask if you got it right
  - Then, respond
Linda supervises 4 full-time employees and 15 student employees. One long-term student employee, Amy, comes and tells her about a concern she is having with a full-time employee named Beth. Beth has worked for Linda for 10 years, and Linda thinks Beth is a great employee. She hardly knows Amy.
Handling Your Concerns

If you have a concern with a student employee . . .

- Speak to the student in private
- If possible, tell the student what he or she is doing well
- Be clear about what the student can do to improve
- Explain the importance of making a change
- Ask if the student understands
- Schedule a follow-up and check back
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Deciding Whether to End Assignment

First try to improve performance so student can stay on through semester
  - Student may not be able to find another job
  - Can decide not to rehire student for next semester

When to terminate
  - Student not showing up to work
  - Student consistently late
  - Violation of UT Austin Institutional Rules, safety rules, information technology policies
  - Student loses eligibility for student position
Process for Student Employee Terminations

- Discipline and termination process is determined by department

- Recommend that at least one level above student employee’s supervisor be consulted before termination

- May also want to consult Work-Study Office

- If violation of UT Austin Institutional Rules is underlying issue, also consult Dean of Students’ Office
Terminating Student Employees in HRMS

HRMS separation codes:
- End of assignment
- Dismissal
- Loss of Eligibility
- Voluntary
- Death

HRMS reemployment codes:
- Eligible for reemployment
- Reference check recommended
- Reference check required (triggers hard audit)
Student Employment Resources

- **Student Financial Services Work-Study Office:**
  - Linda Morgan, Supervisor
  - Work-Study Office: 512-475-6247

- **Human Resource Services**
  - Amy Greenspan, Student Employment Coordinator
  - amy.greenspan@austin.utexas.edu

- **Office of the Ombudsperson:**
  - Lauren Bloom, Student Ombudsperson
  - Office of the Ombudsperson: 512-471-3825
  - ombuds@uts.cc.utexas.edu