

Setting Expectations

Employers should orient new students by familiarizing them with their specific duties and responsibilities. Students should receive copies of job descriptions for review, payroll information, expectations of the employing department, and potential reasons for disciplinary action up to, and including, termination. Setting expectations helps to encourage responsible behavior and ensures accountability. Performance appraisals are not conducted with student workers but supervisors should also use this opportunity to discuss if and when feedback forms are given at the end of the academic year. A helpful tool for this process is the Student Employment Supervisor Checklist and Feedback Form.

Creating a climate of open communication

Sharing relevant college information, encouraging students to share thoughts and ideas, and providing on-going feedback will help students see the importance of their roles to your department and the college. It will also increase the likelihood of students returning to your department year after year.

Having open communication regarding remaining work hours with your students is also important. If, at any time during their employment, a student has earned their allowance, the student is no longer eligible to work under student employment. Please check your student's remaining hours on the earnings report that is sent after each payroll.

Reward/Recognition

Providing on-going positive feedback can increase student productivity and also maintains higher levels of morale. Outstanding work can be recognized by creating an "Employee of the Month" or other recognition program. Departments can also participate in "National Student Employment Week" during the second full week in April by developing visible and creative ways to recognize and reward their student employees (Please contact the Office of Student Employment for assistance).

Performance Standards

In accepting a campus position, a student assumes work responsibility for which he/she will be held accountable. The following list describes the general work performance standards that should be discussed and reinforced with student employees. Supervisors should also share more specific department requirements with their employees.

1. The student employee should always report to work on time and let the supervisor know when he or she reports for work. The student employee should always contact his/her supervisor if it is impossible for him/her to show up for work or to report for work on time.
2. The student employee should request permission in advance to be absent from work if special circumstances arise (the student employee should ask his/her supervisor to define "special circumstances").

3. A student employee should immediately bring to his/her supervisor's attention any problems or concerns he/she may have pertaining to his/her job.
4. A student gaining employment from more than one on-campus employer must notify each supervisor of all current on-campus employment.
5. A student employee should perform the duties assigned to the best of his/her ability.
6. A student employee should dress appropriately for the job as specified by his/her employer.
7. A student employee should respond positively to constructive criticism.
8. A student employee must give his/her supervisor at least a one-week notice if he/she is quitting his/her job.
9. Any student employee that does not meet departmental work expectations may face disciplinary action up to and including termination at the request of the employing department. If a student employee is dismissed from a work assignment they will not be able to secure employment on campus for the remainder of the academic year.
10. A student employee is expected to handle all confidential information he/she encounters during the employment experience in an appropriate and professional manner. Supervisors should clarify what constitutes confidential information and reinforce if/how this information should be handled and discussed.

Don't wait until the feedback form to let the student know that they are doing a good job. Write a letter of appreciation, give regular verbal recognition, or feature the student in a department newsletter or e-mail.

Discipline/Termination of Student Employees

Supervisors should engage in reasonable efforts to ensure that all student employees understand performance expectations and that students are treated appropriately should disciplinary issues arise.

Grounds for discipline, up to and including termination, could include, but are not limited to, unsatisfactory work performance or conduct, or other violations of Utica College policies and regulations. Supervisors should immediately document incidences of inappropriate behavior and the disciplinary action taken in order to maintain an accurate record of the reasons for discipline and/or dismissal. Please involve the Office of Student Employment in the disciplinary action of any student workers.

Student Employment Grievance Procedure

Student employees may experience problems related to their employment situation. The Student Employment Grievance Procedure is designed to resolve such problems as quickly and fairly as possible. Supervisors should ensure that student employees are familiar with this process.

1. If a student has a grievance, he/she should meet with his/her immediate supervisor/program coordinator and a good faith attempt should be made to reach mutual agreement. The immediate

supervisor/program coordinator will give a verbal response to the student as soon as possible after their meeting.

2. If the student does not feel that the situation has been satisfactorily resolved, he/she should request a meeting with the department head, unit manager, or designated representative of the department in which the student is employed in a good faith attempt to resolve the issue. The department head, unit manager or designated representative shall meet with the student employee as soon as possible to discuss the employee's concern. The department head/unit supervisor's decision shall be final, exclusive and binding on the College and the student.

The Office of Student Employment has no authority to change an employment-related decision by any College department, but is available to discuss a student employee's concerns once the student employee has met with their immediate supervisor.