



# The Supervisor's Guide to Student Employment



**Office of Student Employment**  
**Gallagher Student Center, Room 310**  
**Office Hours: Monday - Friday 8:30 a.m. - 5:00 p.m.**

*Xavier University*  
*Cincinnati, OH*

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## A MESSAGE FROM STUDENT EMPLOYMENT

This handbook was written to help you supervise in a fair and equitable way, and will provide a general structure designed to promote the growth and development of our student staff. The following information will give you a general structure to follow when interviewing, hiring, training, evaluating, or carrying out a disciplinary system for your student staff. We hope the information provided is useful to you. If you have any questions, comments, or concerns, we are available to help you in any way we can.

A student employee is an individual whose primary intent is to obtain a degree at Xavier University, while working part-time at the University. To the extent that this is possible, we follow the Federal Guidelines for administering both our Federal Work-study and Non Work-study student employees. The Student Employment Program is subject to audit, so it is very important that you and your student staff understand and abide by the guidelines set forth.

The Student Employment Program is designed to assist matriculating students in financing their education, developing essential job skills and enhancing their University experience and success at Xavier University. Student Employment is part of the Career Services Center which serves Xavier students by providing opportunities to gain essential career development, leadership and lifelong learning skills through a variety of developmental programs, services and practical experiences.

As employers in an educational institution it is our responsibility to contribute to the education of our students, even if we are not in a specific academic unit. The on-campus employment experience is valuable to students in many ways. Not only does it give them an opportunity to learn a job, it helps them in seeking/maintaining knowledge and other important life skills that they will need when they leave Xavier. As the direct supervisor you have the most impact on the student's work and experiential learning. We appreciate your efforts and strive to serve you in an efficient and effective manner.

If you have any questions or suggestions regarding this Guide Book, please don't hesitate to contact me. (Ext. 4880)

*Judy Brown*  
*Coordinator, Student Employment*  
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## WHAT IS FEDERAL WORK STUDY (FWS)?

FWS is a federal financial aid program designed to help students meet educational expenses. Students earn their FWS award by working in the Student Employment Program. Only students who are citizens or resident aliens can receive a FWS award, which is based on financial need. Each year students indicate on their FAFSA if they are interested in receiving a FWS award, and the Financial Aid Office selects as many students as funding allows.

Funding is awarded based on the FAFSA filing date, the student being in good academic standing, financial need, and the availability of funds. To facilitate continuity of employment for our students, some consideration is given to students who earned their Federal Work Study Award during the previous academic year. The Financial Aid Office may also use their professional judgment to award FWS to a student under special circumstances.

These funds are then distributed to other eligible students. Because of our awarding criteria, these awards cannot be reinstated unless it is determined that funds are available.

As funds permit, students employed as non-work study students who do have FWS eligibility will be awarded FWS and transferred to the FWS budget line. This does not apply to stipend and grant-funded positions.

Students wanting a FWS award need to contact their Financial Aid Counselor.

### **How Does FWS Work?**

Students who receive a FWS award may earn (after hire) up to the amount of the award during an academic year (fall and/or spring semester). Student earnings reduce the amount of the remaining award. FWS wages are charged to your department's 601651 account and the Federal Government reimburses the University for all or part of these wages.

When a student's award is exhausted, the wages are automatically deducted from your department's (non-work study) budget line. The department is responsible for monitoring these charges, although the Student Employment Office makes an effort to notify you when a student is within \$500 of exhausting his/her award.

One of the guidelines for utilization of Federal Work Study is that we maintain the student's employment for the full academic year. If your department is one that can only compensate students via their FWS award, it is important that their hours be scheduled and monitored in such a way that they do not run out of funding and lose their employment before the end of the year. If funds are available and the student has additional financial need, additional FWS or University Employment may be awarded to students who have exhausted their initial FWS award. (This will be determined by the Financial Aid Office)

### **What is a Student Employee?**

A student employee at Xavier is a temporary, part-time employee whose primary purpose at Xavier is the achievement of educational goals. The student employee must be enrolled at Xavier with at least nine credit hours. Student employees may not work more than 20 hours per week during the academic year or more than 40 hours per week during the summer and between semester breaks.

**What is Federal Work Study (FWS) Employment?**

Student workers who are eligible to receive federal money in return for their work on –campus or Community Service Jobs Program. Student’s eligibility for Federal Work Study funds is determined by the Financial Aid Office. These students receive priority in the hiring process.

**What About Employing International Students?**

International students are not permitted to work off-campus unless granted extenuating circumstance by the Office of International Student Services and academic department. The Office of Student Employment will confirm permission to work through the Romero Center for International Services and Programs.

230 Gallagher Student Center  
ML 2171  
513 745-2872

While most of the student employment regulations are not different for national and international students, there are some differences:

International students are mandated by their visa status to maintain full-time enrollment each academic semester. International student employees must get approval for any exemption to this regulation from both the Romero International Center and their academic department.

Because international students can only work on campus, it is very important that they understand the student employment guidelines and do not become ineligible to work due to violations of these guidelines. They may seek employment with non-Xavier employers of auxiliary services located on-campus.

## WHAT ARE THE BASIC RULES FOR CSJP STUDENTS

- ❖ Students are eligible to work as student employees when they are enrolled full-time in a degree seeking program at Xavier University during the regular academic semesters. If in question please send student to their financial aid counselor for a more personal review of eligibility.
- ❖ The Student Employment and Financial Aid Office requires and monitors enrollment of half-time credit hours.
- ❖ Student employees may not work more than 20 hours per week during regular academic terms. This includes a combination of hours for all XU positions: student employment, graduate assistantship, tuition waiver, stipend, lecturer, continuing education, etc. Students and Supervisors must take responsibility to ensure that students do not violate the work hour maximum of 20 hours.
- ❖ An employer seeking to maintain a student worker for the summer may do so with the understanding that work-study dollars will not apply. The employer may hire directly for summer under their employer's guidelines.
- ❖ Students may not work during their scheduled class times, and special consideration is given during final exam week.
- ❖ It is the responsibility of the student to abide by the student employment regulations and the policies of the employing department. However, supervisors should never ask students to work more than the allowed number of hours.
- ❖ Part of the CSJP students experience along with Xavier's mission ties into providing Reflection Sessions for students. Employers should make every effort to allow their student workers to attend at least the minimum requirement of 2 Reflection Sessions during the academic year. Reflections sessions are considered time worked for the students. Supervisor will be given confirmation from the Office of Student Employment verifying the student's participation.

## PROCESSING NOTIFICATION OF OPEN POSITIONS

The On-campus Employment Coordinator (OCEC) is to be notified of all open on-campus and Community Service Jobs (CSJP) positions. The following procedure should be used when an opening occurs:

### **When a Position is Vacant**

If a student terminates his/her employment, we encourage him/her to give the common two weeks notice. However, this may not always be possible. When a student leaves a position for any reason, the On-campus Employment Coordinator should be contacted via email or call 745-3141. Once Student Employment is notified with actual dates of termination the On-campus Employment Assistant (OCEA) will post the position on the web based recruiting system (E-Recruiting). Each open position will also list the appropriate supervisor's contact information.

## HOW DO I FIND A STUDENT WORKER

### Referring Students to Open Positions

The Student Employment Office utilizes two methods of referring students to open positions:

1. Application Referrals: (supervisor must contact students directly)
  - a. Supervisors may request an appointment to view applications of students who have completed hiring paperwork and awarded and accepted work-study or university employment. Applications may not be removed from Student Employment- supervisor will be allowed to write down basic contact information.
  - b. Supervisors may also request the student pool be screened by specific degree or interest screened (i.e. lifeguard experience, scorekeepers, communication majors, nursing students). Please contact Student Employment and allow time to gather information requested.
  - c. After referred students have been interviewed, the department must inform OCEC or OCEA of their hiring decision via email. Student Employment will verify student's eligibility to work under the Federal Work Study program.
  - d. After verification of award status, supervisors will need to complete a Payroll Authorization Form (PAF). Student's & Supervisor's sections must be completed before submitting to Student Employment. This will ensure appropriate and timely payment to your student worker.
  
2. Direct Referrals
  - a. Students interested in obtaining a position will meet with the staff of On-Campus Employment to verify their financial aid award and register on E-Recruiting.
  - b. If the student is awarded Federal Work Study and completed all required hiring paperwork, the student will be given access to the web based recruiting system. The student is required to contact the hiring supervisor and arrange the interview.
  - c. After referred students have been interviewed, the department must inform the OCEC or OCEA of their hiring decision. The Student Employment staff will verify student's eligibility to work under the Federal Work Study program.
  - d. After verification of award status, supervisors will need to complete a Payroll Authorization Form (PAF). Student's and supervisor's sections must be completed before submitting to Student Employment. This will ensure appropriate and timely payment to your student worker.

## **WHAT SHOULD THE STUDENT EMPLOYMENT INTERVIEW INCLUDE?**

Applications are provided and maintained by Student Employment. Supervisors usually address the following topics during an interview:

- ❖ Responsibilities of the job ( a job description should be given;)
- ❖ Skills required (i.e. Good communication skills, computer skills, etc...);
- ❖ Start date and hours needed;
- ❖ Pay rate for the job
- ❖ Location of office

## Interview Form

Department: \_\_\_\_\_

Job Location: \_\_\_\_\_

Responsibilities: \_\_\_\_\_

Skills Needed: \_\_\_\_\_

Pay Rate: \_\_\_\_\_

Below are the days and hours needed for the opened position:

Current Semester and Year: \_\_\_\_\_

Example:

Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Hours Available	9am – 11am 6pm – 9pm	10am – 1pm 3pm – 5:30pm	9am-5pm	10am – 2pm 4pm – 7pm	No available hours	During sporting event 11am – 9pm	Office Closed

Please indicate below the times that you are available to work during the upcoming/current semester. Fill in your availability for each day of the week, being as specific as possible.

*Please print*

Name: \_\_\_\_\_  
Last Name
First Name
Initial

Banner ID Number: 000 \_\_\_\_\_

Please Fill in Your Availability:

Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Hours Available							

How many total hours would you like to work per week? \_\_\_\_\_

Would you be interested in working during any of the following breaks? (Please check all that interest you)

Winter Break
  Summer Break

## HOW DO I COMPLETE THE HIRING PROCESS?

### **New Student Worker to the Department**

Once you have made a hiring decision, you and the student will complete the Payroll Authorization Form (PAF). The PAF should be forwarded to Student Employment Xavier University 3800 Victory Parkway, Cincinnati, OH 45207-2131 and new hires must complete CSJP Orientation before the student starts working.

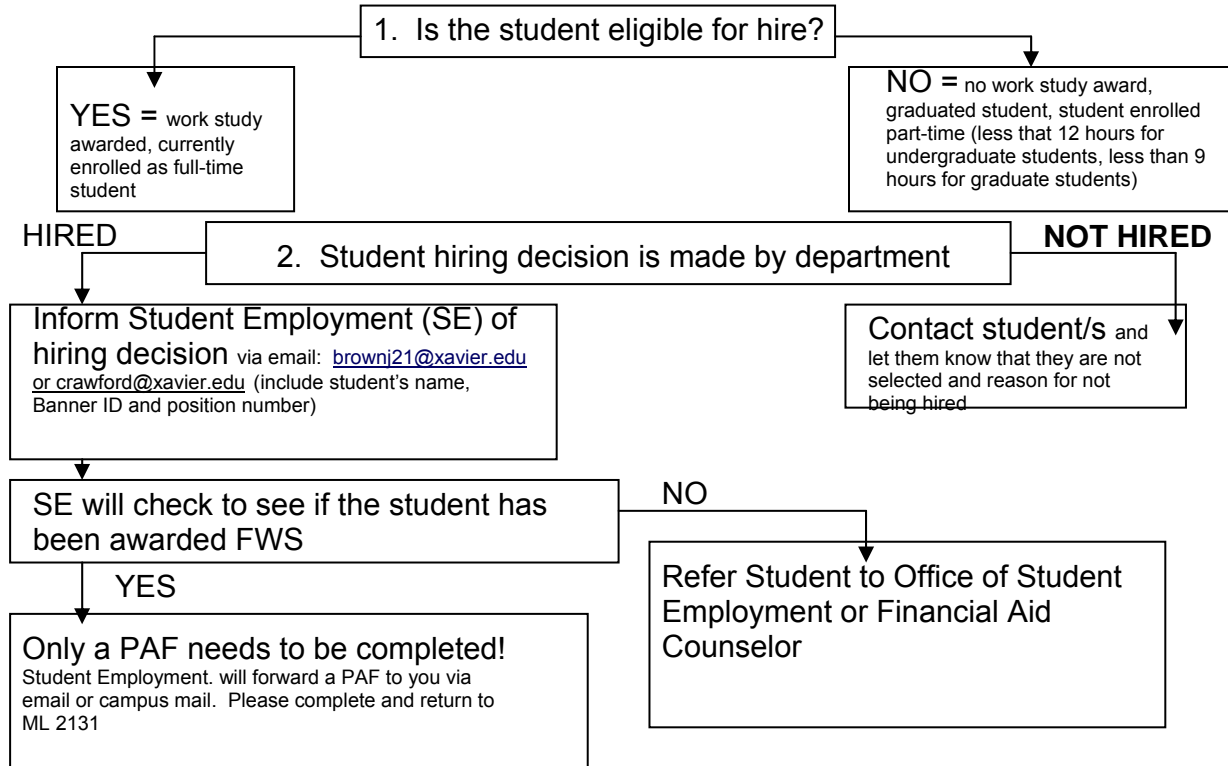
All New Hires (first student job on campus) need to complete the following forms in the Student Employment Office prior to their 1<sup>st</sup> day of work:

Federal Tax Form (W-4)  
State Tax Form  
I-9 Form (Immigration and Neutralization)  
Harassment Policy Receipt

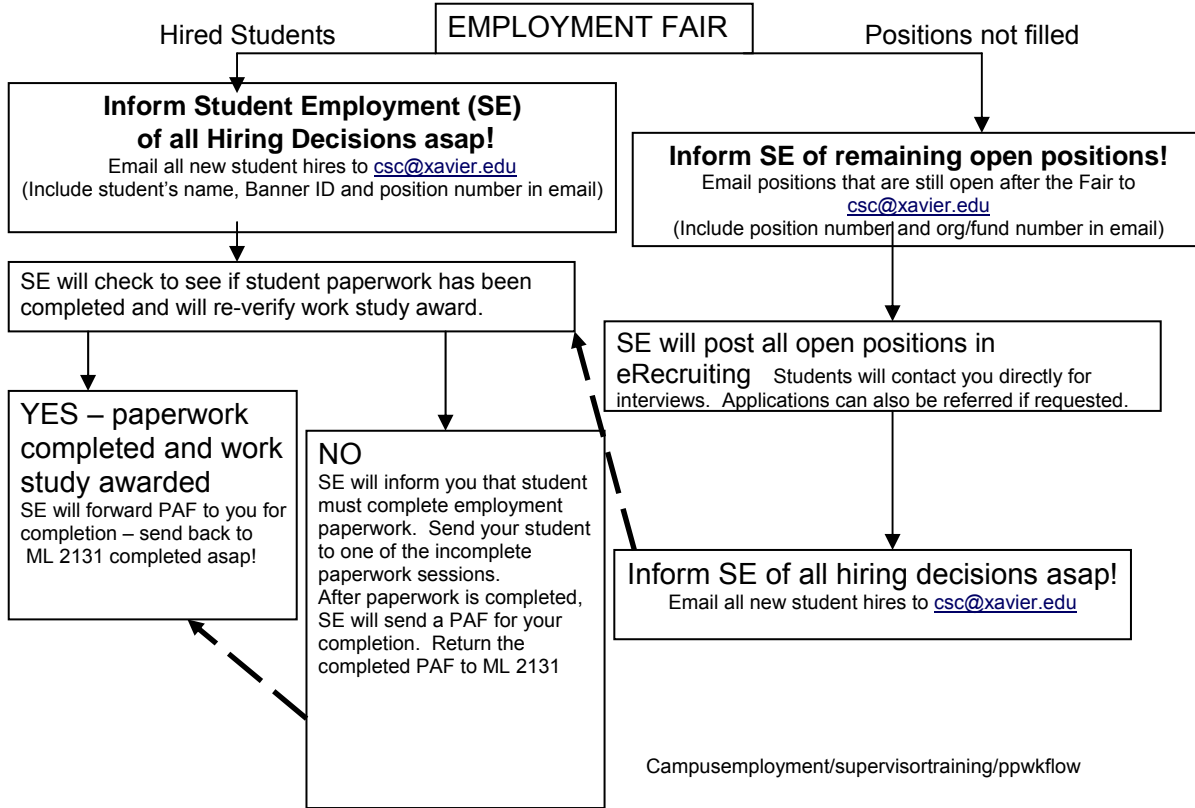
### **Student Returning to the Work Site**

After completion of a successful academic year/semester, the supervisor may invite a student to return to the same position for the upcoming school year. If the student has agreed both student and supervisor must complete an Annual Student Employment Review and Rehire Form and return the completed form to Student Employment, ML 2131. This form is mailed out to supervisors in the Spring Mailing (usually in April of each year)

## Student Employment (SE) Paperwork Flow



## Student Employment Hiring Process - FALL



### **How Do We Maintain Time Sheets?**

Students will be provided with bi-weekly time sheets. Blank timesheets should be housed in individual departments. You may contact the Payroll Office located in Schmidt Hall Room 102 for a supply of timesheets. Students should keep careful tract of their time, noting that student workers are paid only for time worked. Holidays, snow days, sick days, break periods do not count as hours worked and are not compensated to student employees. Students working more than 5 hours must be provided with at least a half-hour unpaid meal-break.

*CSJP Students will be given 15 minutes travel time to and from their site locations and should be noted on their timesheets each day of work.*

At the end of the pay period, supervisors will verify work hours by their signature and noting the department's budget number on the timesheet. All timesheets are to be submitted to the [Payroll Office](#) (Schmidt Hall Room 102), which will authorize payment. For actual payment dates contact [Student Employment](#).

Please note that holidays may result in a need to submit time sheets earlier than usual. Late timesheets may result in delays in students receiving their paychecks.

### **What are the Payroll Procedures?**

Payroll is issued every other Friday. Students should begin receiving their pay no later than the Friday of their fourth week of work, provided their employment paperwork was received and processed in a timely manner.

### **Will My Student Employee's Pay Rate Remain The Same Over Time?**

Students pay rate may increase annually based on Ohio's State Minimum Wage Law. If a student's position is upgraded or responsibilities increased, a student may receive a rate change. The supervisor is to submit the request to Student Employment who will ask approval from the On Campus Employment Review Committee.

Please note: Writing pay increase on a timesheet will not establish an increase in pay. If you have any question on changing a student's pay rate please contact Student Employment.

## SPECIAL RECOGNITION

### **Student Employment Week**

Student Employment Week is celebrated each year, usually the first week in April, in honor of our student workers. This is the time of year departments are asked to show their appreciation for all the hard work and assistance our students offer us.

Student Employment gathers many gifts throughout the year from our On-Campus Employment Council (OCEC) community and the local business community. Each student currently working during Student Employment week is automatically entered into our prize drawing. This is our way, in the Student Employment Office, to let them know, we care.

There are many ways a department can show their appreciation. Listed are a few ideas:

- Handwritten note or card of thanks
- A pat on the back, handshake, and simple and sincere “thank you”
- Surprise students with goodies (candy, cookies, cupcakes, fruit bowl etc.)
- Treat them to breakfast or lunch
- Office Pot Luck luncheon
- Have personalized note pads made
- Leave a flower at the student’s work area
- Give out certificate awards for “outstanding student”
- Gift bags of Jelly Beans (supplied by Student Employment)
- The main gift is to be sure the students know they are appreciated and making a difference.

### **Student Employee Of The Year**

Undergraduate students and graduate students, not on assistantships, are eligible for the nomination of Student Employee of the Year. We encourage departments to nominate an outstanding student employee by completing a nomination form. It is important that your nomination be clear and concise while addressing each attribute. Attributes are: reliability, quality of work, initiative, professionalism and uniqueness of contribution.

The Student Employee of the Year winner is announced on the last day of Student Employment Week.

All nominated students are winners and will walk away with a framed certificate and other small gifts. The winning student will receive a plaque, other gifts, and be honored during All Honor’s Day. Xavier University’s Student Employee of the Year is also submitted to the regional level. The winner at this level is then entered into the National Student Employment Administrators regional contest.

## ON-THE-JOB ISSUES AND CONCERNS

Until your student employee is well trained, you may want him/her to simply turn over difficult situations to you or a more experienced co-worker for handling. Please advise your student worker on what your expectation is.

### **Why Do We Encourage Students to Work Off-Campus?**

Research shows that students who work on-campus:

- fits into Xavier's Mission
- 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,
- have employers who support their educational endeavors and coordinate work schedules with academic schedules.

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 and decision making skills
- team building, interpersonal, and customer service skills
- personal responsibility and professional maturity
- computer skills
- writing skills
- problem solving skills
- team member skill
- personal responsibility

### **How Can I Help My Student Workers Develop Degree-Related Work Experiences?**

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, which typically are unpaid. If you are interested in receiving more information regarding Internships, please contact [Career Services Center](#) at 745-4882.

### **May A Student Have More Than One Student Position?**

Yes, a student may have more than one student position. Students who work two or more jobs should notify each of their supervisors and students must take responsibility to ensure that they do not work more than 20 hours per week during academic terms. This includes a combination of hours for all Xavier University positions a student may have--student employment, graduate assistantship, tuition waiver, stipend position, lecturer, continuing education, etc. For more information

about the consequences of Student Employment Regulations violations contact Student Employment ext. 4880.

### **Do I Have To Rehire My Student Position Every Semester?**

No, positions are continued until terminated.

You will be required to complete a “Student Review and Rehire Form” or the position will be terminated and could result in delay of student’s payment. Also, you are encouraged to discuss with your student worker your intention to continue or terminate a position either at the end of a semester, or when funding is exhausted. For more information on how FWS works and terminating student positions contact Student Employment ext. 4880.

### **What Happens If Student Employment Regulations are Violated?**

Please note that student employment offers certain tax advantages to the students and to the University. Violations of the student employment regulations are considered to be very serious and supervisors should never encourage a student to violate any of these regulations.

Students who violate the student employment regulations may be terminated, and will not be permitted to participate in the Student Employment Program. Decisions may be based on additional university guidelines and a determination by the Student Employment Coordinator and Financial Aid Office will be made.

### **What Should The Student Employee Orientation Include?**

Each student employee should be oriented to their specific position and the overall work-site, including job functions and departmental policies. Orienting a new student worker to your area should also include the following: safety training and office procedures.

### **Confidentiality**

Each student worker should be reminded about the importance of confidentiality and is required to complete the confidentiality form that is provided in the forms section of this manual. The completed form should be sent to the Student Employment Office and not retained in your office files. Any student employee who violates any portion of this policy will be subject to disciplinary action, up to and including discharge.

For more information go to [www.xu.edu/handbook/2006.08studenthandbook.pdf](http://www.xu.edu/handbook/2006.08studenthandbook.pdf)

### **The Family Educational Rights and Privacy Act (FERPA)**

FERPA is a federal law that guarantees the confidentiality of student records. Student Employees must not, under any circumstances, release student information to anyone (including parents and employers) unless their position specifically requires them to do so and they have been instructed to do so by their supervisor.

All student employees who work on campus must read and sign an agreement not to violate the confidentiality of any student or the University.

Students should be cautioned not to discuss confidential information with family or friends and to not check into family/friends records except as required as a function of their job. Any student employee

who violates any portion of this policy will be subject to disciplinary action, up to and including discharge.

### **Discrimination**

As a member of the Student Employment Program, it is essential that student employees respect the diversity that every individual brings to the University. Xavier University is committed to the principle of equal opportunity in employment and education.

No person at the university will be denied opportunity for employment or education or be subject to discrimination in any project, program, or activity because of race, color, religion, national origin, sex, age, handicap or disability, disabled veteran, Vietnam era veteran or protected veteran status. Any student employee who violates any portion of this policy will be subject to disciplinary action, including up to discharge.

For more information go to <http://www.xavier.edu/deanofstudents/documents/studenthandbook.pdf>

### **Harassment Code and Accountability Procedures**

As a member of the Student Employment Program, it is essential that students understand this sensitive issue. Harassment is a form of discrimination that is both reprehensible and unlawful. It is the policy of Xavier University that no member of the University community shall engage in any form of harassment. All student employees and student supervisors are expected to abide by and adhere to the University's set policy on harassment and accountability. A copy of the University's Harassment Code and Accountability Procedure and Policy may be obtained from the campus Human Resources website at <http://www.xavier.edu/hr/documents/Employees/harassmentcode.pdf> Each student is required to sign an acknowledgement of receipt of such policy before they may begin on-campus employment. Any violation of this policy will be subject to review and disciplinary action, including discharge.

### **Providing A Safe and Healthy Workplace**

Xavier University is dedicated to providing a safe, healthy and efficient workplace for its employees and for the entire University community. Therefore, Xavier prohibits the unlawful possession, use of distribution of illicit drugs and alcohol by any student or employee on school premises or property or as any part of its activities. The term "activities" applies to all on-campus and off-campus activities that are identified as being university sponsored. The standards also apply to student-sponsored social activities or professional meetings attended by employees if such activities or meetings are considered to be university sponsored.

Any student employee who violates any portion of this policy will be subject to disciplinary action, including discharge.

For more information go to <http://www.xavier.edu/deanofstudents/documents/studenthandbook.pdf>

### **Work Schedules**

Students should establish a work schedule with their supervisor that does not interfere with their classes and one to which they can commit.

Student schedules should be designed so that funding for their positions, whether FWS or departmental budgets, will enable them to work until the end of the academic year.

If for any reason the student cannot work their scheduled shift, they must notify their supervisor before the work shift begins.

Students can work their normal schedule (up to 20 hours) during finals week. In some instances, it may be necessary to allow student employees more flexibility due to exams, class schedules or other factors related to their student status. Student employees must advise their supervisor about any schedule changes they may need to make during this week.

Student employees in good standing may be scheduled to work up to 40 hours per week between semesters and during other break periods.

### **Meal breaks**

Student employees should receive one (1) 15-minute break for each continuous four-hour (4) period worked. If a student works for more than five (5) hours continuously, they are to take a non-compensated lunch break in addition to their 15-minute break.

### **Comfort breaks**

Most students work in areas where they are free to use restroom facilities at their convenience. In situations where students aren't free to take periodic comfort breaks without some work coverage being provided, supervisors must arrange such reasonable coverage.

### **Reflections Sessions**

Part of the CSJP students experience along with Xavier's mission ties into providing Reflection Sessions for students. Employers should make every effort to allow their student workers to attend at least the minimum requirement of 2 Reflection Sessions during the academic year.

Reflections sessions are considered time worked for the students. Supervisor will be given confirmation from the Office of Student Employment verifying the student's participation.

## **Addressing your student worker**

### **Work Schedule Violations**

You committed to a work schedule when you started this position. However, you are not able to keep to it. Do you need to revise the schedule? I need to be able to expect you to come to work and to be on time.

### **Phone Usage**

Telephone training should be provided by the supervisor and should include the proper way to answer the telephone, placing a caller on hold, transferring a call, and taking a message. Additional training can be provided by the ISS department, x4357.

Students should limit use of the University phone for personal calls and may not make long-distance personal calls from work.

Students should limit use of their cell phone during work hours to only urgent issues.

### **Dress Codes**

It is up to individual departments to communicate what is appropriate dress. Business casual dress is generally appropriate for most departments on most days, although certain activities may warrant something more formal or more casual.

If a student's personal appearance is considered inappropriate by the supervisor, you may ask the student to leave the workplace until they are properly dressed or groomed.

Although we understand that our students may not have funds to purchase new clothes to wear to work, clean, pressed, and appropriate dress is expected.

The following should not be considered all-inclusive but should be used as a general guide. Please feel free to make changes to these guidelines, as appropriate for your own work area.

### **Generally Appropriate Business Casual Dress:**

Open collar shirts, polo or golf shirts, dress slacks, trousers, casual pants (e.g. Dockers), casual skirts (appropriate length – no more than 3-4 inches above the knee), casual blouses, sweaters, loafers, and other nice casual wear.

### **Generally Inappropriate Office Wear:**

Tee shirts, torn blue jeans, ribbed leggings, shorts, or other recreational clothing. Torn clothing, tight fitting, low-cut, tops; clothing with drug, violence, or other distracting messages; outside jackets or flip-flops. Underclothing should never be visible in the workplace.

Headwear (hats, caps, visors, sweatbands, or bandanas), except for religious head coverings.

### **Inappropriate Dress Concerns**

We discussed the office dress code when you were hired. Even though you are a student, you are an employee of this office and a representative of the University. Please review the dress code guidelines and dress more appropriately for the work environment.

Feel free to contact Student Employment (x4880) for additional assistance, as needed.

### **What Should I Be Able To Expect From My Student Employee?**

The student worker is expected to

- take the job seriously and perform at the highest level of their ability
- treat their supervisor and fellow employees with respect
- dress appropriately for the job location
- limit personal conversations and phone calls
- do homework, studying or any other non-work or personal activity on their own time
- consult their supervisor for their next assignment, when assigned tasks are completed
- help keep the desk and work area safe and free of clutter, crumbs and spills
- return equipment and supplies to their proper places after use
- notify their supervisor before leaving the work area
- not eat or drink beverages in work areas, unless permitted by their supervisor
- use computers, copiers, and other office equipment and supplies for work assignments only and not for personal use

### **How Should I Evaluate My Student's Work Performance?**

Supervisors are encouraged to complete a written evaluation of the student's performance. Student workers should be evaluated:

- at the time of any pay increases and/or promotions
- at the end of each academic year
- at the time the position is terminated

We recommend to supervisors that they review the evaluation with their student employee, maintain a copy for their files, and forward the original to Student Employment. A copy of the Supervisor's Annual Review and Rehire Form will be maintained in the student's personnel file.

### **What If Problems Arise Between My Student And Me?**

Establishing guidelines during the first few days of employment helps clarify expectations and reduce problems down the road.

Use the job description and other guidelines provided as a training tool. Go over guidelines a few times during the first weeks of work. Ask if the student employee needs any assistance or if he/she has any questions or concerns.

Evaluating your student after 90 days is also a way of identifying and discussing problem areas and strengths. When you have a concern,

- Identify the problem
- Ask how you can help
- Ask the student if there are roadblocks preventing him/her from achieving the expectation
- Establish a time frame for review of the expected performance again

The following are provided as suggestions for dealing with the following common situations that may arise:

**Inaccurate Work**

I am finding errors in your work. Do you feel that you need additional training? I need to be able to rely on you to do this assignment accurately. Can you make that commitment to me? I would like to get together again to review your progress in one week.

**Inefficiency**

You don't seem to be able to get the work done. Is there something I can do to help you be more efficient? Do you have some concerns that we should discuss? I need to be able to rely on you to finish the work completely and accurately. I would like to get together again to review your progress in one week.

## WHAT ABOUT TERMINATING A STUDENT?

### **When a supervisor terminates a position:**

Student employment positions are considered at-will employment. However, most student positions are terminated for:

- poor performance or violation of student employment regulations;
- graduation or academic dismissal;
- budgetary/funding reasons.

If a supervisor is not satisfied with a student worker's performance, the supervisor is encouraged to discuss the concerns and to specify a period of time in which the student is expected to improve. It is always best to refer to the job description and to document such conversations with a memorandum to avoid confusion later. Always send a copy to Student Employment when these discussions occur.

In extreme cases - such as gross misconduct--supervisors may terminate the employment immediately. Gross misconduct includes, but is not limited to, theft of University property, harassment, violation of computer security policies, violation of confidentiality, and fraudulent reporting of hours worked.

All terminations of student workers must be reported to Student Employment with an accurate termination date.

Accurate termination dates are also required to provide future employers with accurate employment verification information.

Even when a student is vacating a position for a limited time; i.e., to complete an internship or over the summer break, Student Employment must be notified. If not more than one semester has elapsed, the student can be rehired without reposting the position.

All Terminations are to be processed after Student Employment has been notified.

### **When the Student Employment Office terminates a position:**

There are numerous situations in which the Student Employment Office terminates student positions:

- When the student fails to provide required employment documentation
- When a student drops to zero credit hours during the normal academic terms
- When a student violates the work hour rules and exceeds working 20 hours in a consistent manner
- When there has been no employment activity or no compensation paid to the student employee for a noticeable period of time, generally more than one semester.
- When a student graduates from the university

#### **4-Step Disciplinary Action Rule:**

Supervisors should concentrate on preventing and counseling student problems rather than disciplining students for misconduct. But whenever disciplinary actions are taken, it is essential that 1) each problem be investigated thoroughly so that the facts of the situation are known. 2) any action taken be primarily corrective rather than punitive and be appropriate to the offense. 3) the dignity of the student is respected.

When a student employee's performance does not meet performance standards, the following procedures should be followed:

1. Counseling – In many instances, take into consideration that this may be your student's first job. In private, talk to your student and offer tools to help turn the situation around. Give reasonable expectations and timeframes for your student to meet. (make note of this conversation and maintain in your files)
2. Verbal/ Warning – In private, the student employee should be told again in explicit terms how the job requirements are not being met. The supervisor should then provide specific suggestions for improved performance. Evaluation of performance should be based on job-related criteria only. A copy of verbal notification should be given to both the student and the On-Campus Employment Coordinator to be placed in the student's employment file.
3. Written Warning – If the student's performance continues to fall below required standards, the student should be informed in writing of these deficiencies. The supervisor should send a copy to the On-Campus Employment Coordinator to be placed in the student's employment file.
4. Written Termination – If, after at least one written warning , the student's work performance continues to be unsatisfactory, the student may be terminated from the position. At such time, the student and the On-campus Employment Coordinator must be notified in writing of the termination. All notices of termination will be placed in the student's employment file.

Any student who has been terminated from two on-campus assignments the student's records will be reviewed by the On-campus Employment Coordinator and the Financial Aid Counselor to determine future awards. Termination from three (3) on-campus position will result in the student becoming ineligible for on-campus employment.

## **NEED MORE HELP**

Feel free to contact the Student Employment Office to ask for guidance or to offer suggestions on how we may better serve you.

Career Services Center

Student Employment

Gallagher Student Center Room 310, ML 2131

[www.xavier.edu/career](http://www.xavier.edu/career)

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