MANAGING STUDENT EMPLOYEES

TIPS AND RESOURCES
Introductions

• Name
• Department
• Role with respect to student employees (e.g., HR, direct supervisor, Graduate Coordinator)
• Undergrads or graduate students?
Agenda

• Preliminaries:
  – The key: Your student employment philosophy
  – Who are student employees?
  – Sources of rules and policies

• Tips for managing student employees:
  – Plan before you hire
  – Set expectations
  – Orient and train
  – Motivate
  – Provide feedback
  – Address students’ concerns
  – Know when to separate

• Appendix A: Resources
UT Austin Core Value #1

“Learning – A caring community, all of us students, helping one another grow.”
The Key: Your Student Employment Philosophy

You play a dual role: Employer + Educator

• Never forget: Student employees are here to learn!

• Make the job a valuable part of their learning experience at UT Austin

• Ask yourself: “How can I best contribute to this student’s education?”
Who Are Student Employees?

• Students – first and foremost
• Individuals in transition*
  – Learning autonomy and interdependence
  – Discovering identity
  – Exploring new relationships
  – Developing purpose and integrity

• “Real” Employees
  – Same basic employment rights apply (discrimination laws, etc.)
  – Good personnel management practices apply

*Chickering’s Seven Vectors of Student Development
(Chickering, A. 1969; Chickering & Reiser 1993)
Sources of Rules & Policies

• Primarily best practices for managing employees generally
• Guidelines and tools offered by Human Resources
• UT Austin Handbook of Operating Procedures
  – Some provisions for standards, employment disputes, and separations
  – Consensual relationships policy!
• Title IX of the Education Amendments of 1972
  – Requires supervisors to report covered incidents that they become aware of involving student employees
• **Family Educational and Privacy Rights Act (FERPA)**
Policies for Students in Academic Titles

• **Student academic titles:**
  – Assistant Instructor – [HOP 9-2010](#)
  – Teaching Assistant – [HOP 9-2020](#)
  – Graduate Research Assistant – [HOP 9-2030](#)
  – Academic Assistant, Assistant, Tutor - [HOP 9-2040](#)

• **Performance standards:**
  “In the performance of their duties they must abide by and adhere to the academic and instructional criteria and policies established by the department in which they render service.”

• **Time off:**
  “Time off due to illness or during academic breaks will be arranged in accordance with established practices of the hiring department.”
Consensual Relationship Policy

- **HOP 3-3050**: 
  - Effective January 3, 2017
  - Prohibits student employees from engaging in a consensual relationship with a student they:
    - Teach
    - Manage
    - Supervise
    - Advise
    - Evaluate in any way
  - Expressly includes:
    - Resident life advisors / assistants (RAs)
    - TAs and AIs
    - GRAs
Tip #1 – Plan Before You Hire!

• Considerations before hiring
  – What is the department’s student employment philosophy?
  – Learning outcomes? Competencies?
  – Will different positions and pay scales be used for different levels of experience?
  – How will students’ work hours be scheduled?
  – How will we handle absences or schedule changes? (e.g., illness, class-related conflicts)
  – Will student employees be required to work during breaks and finals?
  – How will we communicate assignments?
  – How will we supervise?

• Have a written job description!
Job Description

• Create an accurate job description
  – Functions
  – Responsibilities
  – Hours
  – Duration
  – Other important information
  – What would you want to know before applying?

• Keep it updated!
Interview Tips

• Provide a copy of the job description
• Refrain from asking questions related to “protected categories” such as age, religion, national origin, marital status, etc.
• Ask questions related to job functions and responsibilities
  – “What experience do you have with ______?”
• Ask open-ended questions:
  – “What attracted you to this job?”
• Ask behavioral questions:
  – “Tell me about a time when you encountered a challenge. What did you do?”
  – “What project or activity would you consider your greatest accomplishment?
• Allow for silence: the applicant should do most of the talking
Hiring Steps – Resources

• Know student employment parameters:

  Student Employment website: [http://www.utexas.edu/hr/student/](http://www.utexas.edu/hr/student/)

  – “Important Dates for Student Employment” posted each semester

  – [Overview of Enrollment Requirements for Student Job Titles](#)

  – [Summary of University Limits on Student Work Hours](#)

  – Office of Financial Aid’s website: [Federal Work-Study Policies](#)
Tip #2 – Set Expectations

The most important step!!!

Why?
How To Clarify Expectations

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

• **Guidelines**
  Explain the relevant policies and practices

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

• **Accountability**
  Set up the standards of performance

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

(Prentice Hall 2012)
Performance Standards

• Written performance guidelines
  – Define what is considered poor or unacceptable performance
  – Include failure to follow departmental and university policies and procedures
  – Sample available on HR website: http://www.utexas.edu/hr/documents/PerformanceGuidelinesforStudentEmployees-final.pdf

• Departmental standards: examples of topics to address:
  – **Submitting timesheets accurately and punctually**
  – Communicating absences – how, when, to whom
  – Personal use of office equipment
  – Use of personal electronic devices on the job
  – Dress code
Expectations Exercise

1. Write down 5 – 10 expectations for student employees in your area

2. Put a check by those that are communicated at the beginning of employment

3. Put a check by those that are communicated in writing

4. Share and discuss your list and communication approach with others at your table
Tip #3 – Orient and Train

• At Beginning of Employment:
  – Go over New Student Employee Checklist
  – Review job description, duties, expectations
  – Explain the department’s mission and chain of command
  – Give a tour (including break rooms, safety measures, etc.)
  – Introduce student to others in the department
  – Provide student with written policies and/or Student Employee Handbook / Desk Manual

• UT Austin Compliance and Safety Training:
  https://hr.utexas.edu/student/student-employee-orientation-training
Job-Specific Training

• Determine what skills the student employee has
• Determine what skills / tasks need to be taught
• Teach / demonstrate skills and tasks
• Explain protocols (e.g., customer service, safety, communication)
• Explain equipment / software use
• Recommended: Provide mentors
  – May be staff or more senior student employee
  – Designate someone to answer questions, help navigate the job
•  
  Lynda.com
Professional Development: SEED Program

Student Employee Excellence Development (SEED) Program:

*Professional Growth for Student Employees*

- Goal: To help students get the most out of their employment experience
- 1-hour workshops on 16 topics related to employment and work/life balance
- Expert presenters from units across campus
- Free! No fee for students or departments
SEED Program Benefits

For the student employee:
- Professional, personal, and leadership development
- Improved skills, including communication, time management, stress management, cultural competency
- Student Employee Excellence Certification
  - Level 1 – attend 6 workshops (from each Module), write a 2-page reflection
  - Advanced – attend 4 more workshops and complete project that furthers student employee training
  - 240 hours of employment in student title

For the employer:
- Better trained, better motivated student workforce
Incentivizing SEED Participation

• Payment for hours spent in SEED workshops is optional UNLESS:
  – Supervisor or department requires student employee to attend;
  – Student employee attends during regularly scheduled work shift; or
  – A term or condition of employment is affected by SEED participation

• Higher participation rate among departments that pay and / or actively encourage participation

• Departments can establish internal certification or recognition programs based on attendance at SEED workshops
SEED Program Resources

- SEED website:  [http://sites.utexas.edu/seed/](http://sites.utexas.edu/seed/)
- Registration on [UT Learn](http://sites.utexas.edu/seed/)
- [SEED Google Calendar](http://sites.utexas.edu/seed/)
- Questions?  [seed@austin.utexas.edu](mailto:seed@austin.utexas.edu)
Tip #4 – Motivate!

• Provide opportunities for advancement and growth
  – Recommended: Title or wage step-up plan
• Set and track attainable goals or targets
• Allow for student input and decision-making
• Build trust and respect:
  – Honor your commitments
  – Model desired behaviors and work ethic
  – Communicate openly and honestly (verbal and non-verbal)
• Individualize rewards
• Match people to jobs
• Food!
• Provide recognition opportunities
Recognition Opportunities

National Student Employee Appreciation Week

- 2\textsuperscript{nd} full week of April
- Resources available on HRS “Celebrating Student Employees” webpage: http://www.utexas.edu/hr/student/celebrate.html
  - Tips for Recognizing Student Employees
  - Certificate of Appreciation template
Student Employee of the Year Competition

• Nominations open during January each year
• Campus winner:
  – Receives a $500 award
  – Advances to regional competition – maybe national!
  – Honored at President’s Staff Awards event
  – All nominees honored at luncheon in April
• More information at: http://www.utexas.edu/hr/awards/student/
Tip # 5 – Provide Feedback

- Employees (especially Millennials) thrive on feedback!!
  - Real-time
  - Frequent
  - Positive as well as negative
  - Interactive – make it a two-way conversation

- Suggestions:
  - Regular meetings / check-ins
  - Prompt acknowledgment and direction
  - Written evaluations – mid-semester, end of semester
  - Recommended: Try a coaching approach
  - View feedback as a development opportunity
Performance Feedback Tips

• Know the purpose of your feedback:
  – Reinforce effective performance
  – Improve / correct poor performance
  – Ensure goals are achieved

• Positive in public, negative in private

• Focus on job performance
  – Focus on specific behaviors
  – Description rather than judgment
  – Observations rather than inferences
  – Describe the impact – on department and on employee’s future
  – If improvement is needed, agree on a plan

• Document!
Examples of Performance Feedback

Which is Better? Why?

• Positive Feedback:
  – “You’re doing a good job.”
  – “Terri, I was pleased with the way you handled that customer complaint. You gave the customer the attention she wanted. She said she looks forward to working with us again.”

• Negative Feedback:
  – “Lately you’ve become a real slacker.”
  – “John, I want to talk to you about timeliness. You’ve been coming to work at least 15 minutes late every day and are a week behind on your data entry assignment. We need the data for a report that’s due tomorrow. We’ll meet again in two weeks to discuss whether your timeliness has improved.”
Coaching

• What is the purpose of coaching?
  – Develop employees
  – Help employees realize potential
  – Guide employees toward success through self-assessment and self-motivation

• Coaching basics
  – Relationship, not an event
  – Involves positive, interactive conversations
  – Encourages self-reflection and learning
  – Provides a safe environment for creativity
  – Promotes student learning, ability to solve problems, and engagement
Coaching Examples

• Positive performance:
  – “Thanks for filling in for me and taking such good notes at the meeting. I’ll use your notes to write up the minutes.”
  – “I appreciate you filling in for me and taking notes at the meeting. Your writing style is very clear and concise. How would you like to try writing up the minutes yourself? What are other ways you’d like to use your writing skills in this job?”

• Negative performance:
  – “This report isn’t what I asked for. You didn’t follow my instructions. You’ll need to redo this project by Thursday.”
  – “This isn’t what I was expecting. Tell me how you interpreted the assignment. Can you walk me through the steps you took? What are other ways of doing this?

https://www.youtube.com/watch?v=O_vlekGLt_M
Tip # 6 – Address Students’ Concerns

If a student comes to you with a concern . . .

• Use “active listening” skills:
  – Pay attention
  – Withhold your reaction until the student finishes
  – Paraphrase or ask questions
  – Ask if you got it right
  – Then respond

• Employment-related concerns: share with supervisor or HR (remember FERPA)

• Where appropriate, refer to campus resources

• In some situations, you may need to report
Title IX Reporting Obligations

• Title IX of Education Amendments Act of 1972
  – Prohibits sex discrimination in federally-funded education programs
  – Current focus on preventing sexual harassment, sexual assault, domestic/dating violence, and stalking
  – Covers members of campus community (on or off campus)
  – Prohibits retaliation for complaints or participation in investigation

• If you are a supervisor, you are a “Responsible Employee” under Title IX
  – Your awareness of covered incident may = legal awareness by the university
  – When in doubt, contact the Title IX Office
    • 512-232-3992; TitleIX@austin.utexas.edu
Title IX Reporting Process

• Your role:
  – Listen; express compassion; offer assistance
  – Provide resources:
    • “C.A.R.E.S.” Quick Reference Guide
    • “Here to Help” handout of resources and contacts
  – Inform individual of the need to report the incident – but just to Title IX Coordinator
  – Contact Title IX Coordinator with:
    • name of complainant
    • name of respondent if provided by complainant

• What happens next?
  – Appropriate unit will reach out to complainant
  – Complainant does not have to respond to the unit if he/she does not wish to respond
Resources for Behavioral Concerns

• Behavior Concerns Advice Line (BCAL): 512-232-5050

• UT Counseling & Mental Health Center: 512-471-3515 SSB 5th Floor
  – 24/7 Crisis Line: 512-471-2255 (UT students only)
  – Individual and group counseling
  – MindBody Lab

• UT Police Department: 512-471-4441

• 911 – for any immediate threat
Tip # 7 – Know When to Separate

• No campus-wide progressive discipline policy for student employees
• General rule: try to improve performance so student can stay on through semester
• UT’s corrective action philosophy:
  – Intended to correct performance and/or behavior and not be punitive
  – Based on facts, not rumors or personal feelings
  – No surprises to the employee
• Document!
Separation Before End of Assignment

• Reasons to end assignments early include:
  – Student consistently fails to meet established expectations (e.g., no-shows, late, insubordinate)
  – Violation of UT Austin Institutional Rules, safety rules, information technology policies
  – Student loses eligibility for student position
• Early termination may affect Federal Work-Study funding, insurance, tuition reduction benefit, resident tuition entitlement
• Document!
Separation Process

• Termination process is determined by department

• Recommended: Approval at least one level above student employee’s immediate supervisor

• Consult Work-Study Office for Federal Work-Study employees

• If violation of UT Austin Institutional Rules is an underlying issue, also consult Dean of Students’ Office – Student Conduct and Academic Integrity (formerly Student Judicial Services)

• See the Overview of Student Employee Separation Process
  – Only “Reference Check Required” comes to HR
Exercise - Scenarios

• Read your scenario

• Discuss in small groups:
  – How to handle the situation – consider various approaches
  – What could have been done to reduce the likelihood of this situation taking place?

• Designate someone to share with the larger group
APPENDIX A: RESOURCES
HR Student Employment Resources

• Student Employment website: [https://hr.utexas.edu/student](https://hr.utexas.edu/student)
  – Managing Student Employees webpage: [https://hr.utexas.edu/student/managing-student-employees](https://hr.utexas.edu/student/managing-student-employees)

• HR Student Employment Coordinator
  – [amy.greenspan@austin.utexas.edu](mailto:amy.greenspan@austin.utexas.edu); 512-475-8015
  – [rob.richardson@austin.utexas.edu](mailto:rob.richardson@austin.utexas.edu); 512-232-2444 – beginning August 24, 2018

• Strategic Workforce Solutions (SWS) HR Partners: 512-475-7200

• Student Employment Forum
  – 3 information sessions per year – livestreamed and [archived](https://hr.utexas.edu/student)
  – [SharePoint site](https://hr.utexas.edu/student)

• UT Student Employment Facebook page:
HR Training Resources

• **CareerSmart**
  – Management Essentials
  – Managing Beyond the Basics
  – Essentials for Developmental Excellence

• **Employee Assistance Program**
  – Trainings on topics like Distress & Disruption, Dealing with Difficult People, Work/Life Balance

• **Lynda.com**
  – Management Fundamentals
  – Coaching & Developing Employees
  – Managing Multiple Generations
  – Many more!
Other HR Resources

• HR Service Center
  – hrsc@austin.utexas.edu or 512-471-4772
  – All questions related to employee group insurance
  – All questions related to employee records (I-9s, background checks, assignments)
  – Look up your HR representative: https://hr.utexas.edu/hrpro/lookup

• HealthPoint Occupational Health Program
  – Work injury treatment (non-emergency)
  – Medical clearance, fit testing, and more
  – SSB 3.202; 512-471-4OHP (4647)
Work-Study & Accounting Resources

• Work-Study Office:
  – work.study@austin.utexas.edu;
  – 512-475-6247
  – Work-Study policies summary: http://sites.utexas.edu/hirealonghorn/types/work-study/on-campus/on-policies/
  – Hire a Longhorn job bank: hirealonghorn@austin.utexas.edu; 512-475-6243

• Payroll Services (wage payment and taxes):
  – 512-471-5271
  – payroll@austin.utexas.edu
Graduate School Resources

- Graduate School Student Employment website
  - [https://gradschool.utexas.edu/finances/student-employment](https://gradschool.utexas.edu/finances/student-employment)

- Contacts:
  - 512-471-4511 (Graduate School main line)
  - Dr. Dean Neikirk, Associate Dean for Graduate Student Services
    - Karen Sacratini: [sacratini@austin.utexas.edu](mailto:sacratini@austin.utexas.edu); 512-232-3610
    - Sophia Price: [sophia.price@austin.utexas.edu](mailto:sophia.price@austin.utexas.edu); 512-232-3611

- List of Graduate Advisors and Coordinators:
  - [http://gradschool.utexas.edu/academics/programs](http://gradschool.utexas.edu/academics/programs)
Other Benefits-Related Resources

• Resident Tuition Entitlement
  – Administered by Student Accounts Receivable

• Tuition Reduction Benefit
  – Administered by the Graduate School and Student Accounts Receivable

• Student Health Insurance
  – Academic Health Plans / BCBS plan
  – Available to all students, regardless of employment
  – Campus representative: Ivan Kopecky, ivan.kopecky@ahpcare.com; 512-221-6663
Other Campus Resources

- **International Student & Scholar Services**
  - Information for departments: [http://world.utexas.edu/isss/dept](http://world.utexas.edu/isss/dept)
  - General employment and visa questions: 512-323-7958; hotline@austin.utexas.edu

- **Student Ombuds Office**
  - 512-471-3825; studentombuds@austin.utexas.edu

- **Services for Students with Disabilities**:
  - 512-471-6259; Videophone 512-410-6644; ssd@austin.utexas.edu

- **Student Veteran Services** – Office of the Dean of Students
  - 512-232-2835
Wrap-Up

• Remember your role as an educator
• Use employee management best practices
• Enjoy and learn from your student employees!

Questions?