



Managing Student Employee Performance



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Managing Student Employee Performance

Student Employment Services Panel Discussion:

- Setting Expectations
- Training Student Employees
- Awkward Moments
- Performance Coaching
- Termination Procedures



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Setting Expectations



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—
We do.

- Both supervisors and employees have expectations about their work.
- Making assumptions about a new student employee's work ethic and experience can lead to misunderstandings and disappointment.
- Avoid all of this by setting clear expectations and giving clear details immediately.



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Setting Expectations

Establish the Basics:

- Supervisor(s) name and contact information
- Go-to person that student can ask questions
- Agree on vacation periods & other time off in advance.
- How should they punch in/out – time clock, computer, phone app?
- Scheduling/Work-Hour Rule/Other Jobs



Setting Expectations

Explain the job from start to finish.

Failing to give the details of the job can make the student employee feel inadequate, isolated and defensive. Give them a copy of the job description.

Show your student employee the importance of their place at CMU. When they see the role they play in the big picture, they will understand their job is real and vital.



Training Student Employees

- Be specific in your training – don't assume
- Tell the student it is their responsibility to retain the training you are giving them.
- Have them ask questions, take notes or use whatever method works best for them to learn by.
- Consider developing a student employee handbook for your area.



Training Student Employees

Follow-Up is the most important element to a successful start.

- Be sure to observe and evaluate the student employee doing their job.
- Do they have questions? Do they need further training? Is the work done to your satisfaction?



Awkward Moments

Awkward moments can happen when the student:

- Doesn't perform tasks correctly
- Doesn't do assigned tasks
- Avoids eye contact or mumbles
- Frequently shows up late or calls in sick
- Doesn't work well with co-workers
- Appears inappropriately dressed
- Has frequent visitors and phone calls



Awkward Moments

Look at the awkward moment as an opportunity to teach.

- Correct the issue immediately.
- Take the time to explain how your student employee can improve and what behavior will not be tolerated.
- Be positive and encouraging.
- Note – if the behavior is potentially in violation of any CMU policy (harassment, theft, drugs/alcohol) - call Student Employment right away for further instructions.



Performance Coaching

Coaching can be the key to the student employee's success.

- Communication!!!
- Set an example and model strong work habits.
- Provide additional training.
- Give regular feedback on their performance.
- Address those awkward moments right away and work with them to correct the issue.
- Agree on a course of action moving forward.
- Contact SES if you are unsure how to proceed.



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Performance Coaching

Documentation

- Document any discussions with the student employee so you can refer to them if needed.
- Keep any emails, texts or voicemails on file.
- Written warnings or reprimands should also be kept on file.



Student Employee Terminations

Sometimes it is necessary to terminate a student employee.

- Meet with the student to explain why their job is ending.
- Use documentation to substantiate your decision.
- Ask them if they have any questions.
- Students have contacted SES to express their concerns about termination and you may be contacted for further discussion.



Student Employee Terminations

Please notify SES of all student employee terminations by submitting a termination form in Personnel Transactions.

The screenshot shows the 'Welcome Page - Online Personnel Transactions' interface. The top navigation bar includes 'Settings', 'Admin', 'Begin New Transaction', 'Pending Transactions', and 'Historical Transactions'. The main content area is titled 'Welcome Page - Online Personnel Transactions' and contains instructions for starting a transaction. It lists several categories of transactions with links to 'My Position' and 'View All' for each. The 'Begin New Transaction' section includes links for 'My Position', 'My Employee(s) or Position(s)', 'Another CMU Employee or Position', 'Hire a New Employee to CMU or Create a Position', and 'A Student Employee or Temporary Employee'. The 'Historical Transactions' section includes links for 'My Position', 'My Employee(s) or Position(s)', and 'View All'. The 'Pending Transactions' section includes links for 'My Transactions', 'Awaiting My Approval (0)', 'Previously Approved', and 'View All'. The 'Staff Job Descriptions' section includes links for 'My Position', 'My Employee(s) or Position(s)', and 'View All'. A sidebar on the right provides contact information for 'Human Resources (774-3753)', 'Faculty Personnel Svcs (774-3368)', and 'Student Employment (774-3881)', along with a photo of students on a campus.

The screenshot shows the 'Choose Transaction' page in the CMU Personnel Transactions system. The top navigation bar is the same as in the previous screenshot. The main content area is titled 'Choose Transaction' and contains instructions for selecting a transaction. It lists several categories of transactions with links to 'Request', 'View', or 'Change' for each. The 'Employee Options (Faculty / Staff / GA)' section includes links for 'Request Additional Compensation', 'Cost Center Change', 'Work Schedule / Adjust FTE', 'Conditional Appointment - Staff Only', 'Separation of Employment', and 'Hire (Rehire) Transaction - Faculty & Graduate Assistants'. The 'Position Options (Regular Faculty / Staff)' section includes links for 'Job Description / Title Change - Staff Only', 'Cost Center/Funding/Reporting Relationship Change', 'Work Schedule / Adjust FTE', 'Request Reclassification Review - Staff Only', 'Create a New Position', 'Eliminate a Position', 'Extend Provisional End Date or Change Provisional Position to Regular - Staff Only', and 'View Job Descriptions - Staff Only'. The 'Temporary Staff Employee Options' section includes links for 'Hire (Rehire) Transaction' and 'Change Request'. The 'Student Employee Options' section includes links for 'Hire (Rehire) Transaction', 'Change Request', and 'Termination'.



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Student Employee Terminations

Employee Name	Campus ID	Position	Position ID
[REDACTED]	[REDACTED]	STUDENT	11124100

[REDACTED] (Initiator) 10/21/2022 1:28 PM

Student Details

Division: *Home Department:

*Student's Supervisor: *Contact Name/Number:

Student Termination Details

Cost Center #/WBS Element #: Task #:

[Add Additional Job](#)

Separation Reason:

*Separation Type: *Would you re-hire this student?

Brief Evaluation of student's work performance:

*All CMU property has been returned [keys, uniforms, tools & computer access]:

*Effective End Date:



Managing Student Employee Performance

Reach out to Student Employment Services with any questions or concerns regarding how to handle student employee performance or termination procedures.



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