Introduction
Thank you for participating in the Clark University Student Employment Program. Student employment plays an important role in the Clark experience for many of our students. These positions offer opportunities for students to gain professional development experience and skills and help students connect with a broader network of faculty and administrators on campus.

This handbook outlines policies and procedures for undergraduate student employment at Clark. All hiring managers are required to follow these policies and should familiarize themselves with the material. To provide an opportunity for questions and get support on supervising student employees, each year the University provides a workshop for hiring managers in mid-August.

Student employment is a collaborative effort among campus departments including the Office of Financial Assistance, the LEEP Center, and Human Resources. This guidebook will direct you to the appropriate office for handling specific questions.

This document is designed to help you understand the process of hiring a student employee for your department. It also provides you with some basic guidelines and advice to assist you in your role as a student employee supervisor.

Posting a Student Employment Position
All new undergraduate student employment opportunities will be posted in the LEEP Center Clark Recruiter. Hiring managers are responsible for creating accounts, position descriptions, and posting these jobs. If your department wishes to hire undergraduate students, follow these steps:

1. If you have not already done so, register for an account in the LEEP Center’s Clark Recruiter database.
2. Follow the posting guidelines to add your position(s) to Clark Recruiter.

If you have never created a job description before, you can use the following examples as a guide:
- Student Assistant
- Student Office Coordinator
- Student Proctor

Jobs will be visible to students starting July 1st. You are encouraged to post jobs by August 5th to ensure that students have adequate time to browse and apply for positions. Jobs can continued to be posted in the LEEP Center Clark Recruiter on a rolling basis as the need arises in your department (example: one of your students is going abroad in the spring and you need to rehire for the position).

Generally, if the student will be working for an office or department on a regular, continual basis, the position should be posted in the LEEP Center Clark Recruiter database. If you will be hiring students on a one-time basis (e.g. Commencement, Reunion, etc.) or faculty managed positions such as Peer Learning or Research Assistants, you are exempt from the new position posting process. However, students will need to be paid an hourly wage as they do not qualify for a “stipend” based payment and you will need to complete the one-time hire and payment form available through Business and Financial Services.

Your department is allocated funds within your operational budget for student employment. It is your responsibility to allocate funding to each student you hire within the limit of your budget allocation.
The Student Employment Hire Form

The student employment hire form is one of the documents that establishes the student in Clark’s payroll system. It identifies the student employee, it provides the amount of funds you have allocated to the student, identifies the department where the student will be employed, provides the hourly wage rate and the start and end date of the position.

Student Hiring Procedures / Payroll

1. When a student applies for a position in the Clark Recruiter, the system sends an email to the hiring manager associated with that position. This email will include a copy of the student’s resume and any additional documents uploaded to Clark Recruiter as part of the application.

2. There will be a student employment fair during Week One (8/26/2016). Please do not begin hiring until after this date to ensure equal access to student employment positions for all Clark undergraduate students. You can review applications and contact potential candidates to encourage them to stop by your department table at the fair. This conversation could serve as an informal interview.

3. Once you have reviewed all applications, you can choose to interview students (or not) and make an offer of employment. You should be clear with students on the expectations, work schedule, and responsibilities when you make this offer.

4. After the student has accepted the position, please complete and return the student employment hire form to the Office of Financial Assistance. This form must be completed before a student begins working. Additionally, some students may be required to complete an I-9, W4 and Direct Deposit Forms. All required student employment paperwork must be completed, signed and returned to the Office of Financial Assistance before the student begins and is set up in the payroll system.

5. International students must either be in the process of and/or have obtained a social security number to be paid. Students will work with the International Student and Scholars Office to do this and will require a letter of employment from their supervisor as part of the process to obtain a social security number. Please note that international students are not allowed to begin working until they have applied for a social security number.

6. Someone in your department should be assigned the role of the approver and proxy for approving timesheets. All student employee timesheets must be approved bi-weekly and are submitted directly to payroll. If your student employee has never used the WTE system it is your responsibility to train and assist them with this process. Should you need assistance, you may contact the Office of Financial Assistance at finaid@clarku.edu or the Payroll office at payroll@clark.edu.

7. If, at some point during the year a student employee will no longer be working for your department, please notify the Office of Financial Assistance of the student’s last working day. This will enable them to “terminate” the student from your department web time entry system and you will no longer see a “timesheet” for that student.
Supervising Student Employees

Student employment is a mutually beneficial arrangement that allows students to support your department while developing valuable and transferable skill sets. In your role as a supervisor, creating a positive work environment for student employees encourages strong performance while also facilitating their professional development. Please keep the following tips in mind as you supervise students:

Provide thorough training and orientation: Supervisors are expected to provide timely training for student employees on their specific job responsibilities and departmental guidelines. This should include information on call out procedures, confidentiality, dress codes, email etiquette, social media policy, etc. An additional training on University-wide policies and making the most of their experience will be held for all student employees in mid-to-late September.

Create goals and expectations: Establishing a set goals and expectations when students are hired establishes a baseline for accountability helps students to take ownership of their responsibilities.

Get to know them: Demonstrating interest in your student employees as individuals helps them feel more comfortable in the work place and encourages open communication.

Be clear about assignments you are delegating: Before you assign a task to your student employee, make sure the task is well thought-out and your expectations are clear.

Make sure tasks assigned to students fit their job description: Make sure that when a task is assigned to a student employee, it matches the position description that they were hired for. While it is not always unreasonable to ask your student employee to participate in tasks not outlined in their position description, make sure the student understands why they are being asked to perform the task at hand.

Monitor their progress: It is important to periodically monitor a student’s work to be sure that the job is progressing and being performed correctly. Do not wait until the deadline to check with your students to see how things are going.

Do not ignore poor work ethic: If a student employee is not adequately following their responsibilities, check-in with them to address your concerns. Use this time to clarify expectations and job tasks.

Provide them with feedback: When a specific task or project is completed, provide your student employee with feedback so they know what they have done well and how they can improve the next time a task is assigned to them.

Praise students on a job well done: When your student employee has completed a task you assigned to them with impressive results, take the time to let them know they did a good job.

Confidentiality

Student employees may, as part of their responsibilities, have access to confidential information. Confidential information may include; but not limited to; student records, contact information, parent information etc. The content of this information cannot be disclosed to any unauthorized individuals. Should this happen it could be means for termination. We recommend that all departments have any student employees sign a confidentiality statement that is applicable to their particular position.
**Performance Management**

1. When you hire a student employee, take time to have a clear conversation with them about the expectations of their position and the standard of work that they’ll be held accountable too. It is also helpful to create a set of goals for what the student will seek to accomplish. By ensuring a mutual understanding of the student’s role and responsibilities, these conversations serve as a baseline for conversations about performance concerns.

2. Put an evaluation process in place in order to assess the student’s performance each semester.

3. If a student is failing to meet expectations, supervisors are encouraged to give them a verbal warning. This should be accompanied by a conversation that seeks to address and the student’s shortcomings and establish a plan for improvement. For additional suggestions on conducting this conversation, see the following section on problem solving with your student employee.

4. If a student’s performance issues continue, issuing a written warning is an appropriate next step. This warning should be reviewed and signed by both the supervisor and student employee.

5. If termination appears to be the solution and the student has a Federal Work-Study award, the supervisor should discuss the situation with the Director of Financial Aid before terminating the student. Documentation should be provided, if the student is terminated, to be kept with the student’s record in the Office of Financial Assistance.

Please note that the Human Resources Office can provide support on handling these issues. If you would like to talk to someone for advice or support, please contact hr@clarku.edu.

**Problem Solving with your Student Employee**

Despite how clear you are with your student employee regarding policies and expectations, there may be times when performance problems arise. The following steps are designed to guide you through a conversation with your student employee if such a problem occurs:

**Define the problem:** It is important for you to have a well thought-out understanding of the problem at hand so you can clearly articulate it to your student employee.

**Think of solutions:** Before you discuss the problem with your student employee, consider some possible, reasonable solutions to better prepare you for your meeting.

**Meet with your student employee:** Take the time to have a direct conversation about the performance concern rather than simply mentioning it in passing.

**Clearly present the observed problem:** The clearer you are, the better understanding your student employee will have of what they need to improve upon.

**Give the student a chance to provide input and reflect:** It is important that your student employee has the chance to take ownership and provide any necessary explanations to their behavior.

**Come up with a mutually agreeable solution:** Working with the student employee to come up with a solution is important because if the student is involved in this decision-making process, they are more likely to remember the solution and follow through with it.

**Get a commitment:** Make sure your student employee has a clear understanding of what their expectations are and make an agreement so that this problem is not repeated.
Student Employment Contacts:

The LEEP Center
LEEPcenter@clarku.edu
508-793-8819

Office of Financial Assistance
Chris Carney, Student Employment Coordinator
ccarney@clarku.edu or finaid@clarku.edu
508-793-7478 or 508-793-7783

Payroll Office
Lynne St. George
lstgeorge@clarku.edu
508-793-7438 or 508-793-7564

Human Resource Office
HR@clarku.edu
508-793-7294

Link to the Student Handbook and other information:
http://www.clarku.edu/financial-aid/employment/forms.cfm