



**ELON**  
UNIVERSITY

Student Professional  
Development Center

# Student Employee Supervisor's Handbook

---

Student Employment

## Table of Contents

<b>A Word of Thanks .....</b>	<b>3</b>
<b>Student Employment Programs .....</b>	<b>4</b>
FWSP .....	5
PACE.....	5
IWSP .....	6
Stipends .....	6
Budgets, Starting Wage and Raises.....	6
<b>Hiring Student Employees .....</b>	<b>7</b>
Job Descriptions .....	7
Posting on the Elon Job Network .....	10
Receiving Resumes .....	15
Interviews .....	16
Sample Interview Questions.....	18
Reference Checks .....	19
<b>Before Starting Work.....</b>	<b>20</b>
Work Agreements .....	20
Orientation.....	25
Payroll .....	26
<b>Supervising Students .....</b>	<b>27</b>
Department Orientation .....	27
Student Employee Professional Development Plan.....	27
Workplace Expectations Agreement.....	31
Training.....	34
Student Employee Status Meeting Worksheet .....	38
Corrective Action Notice.....	40
Performance Evaluations .....	43
Goal Setting .....	45
<b>Employment Policy Links .....</b>	<b>51</b>
<b>Relevant Contact Information .....</b>	<b>52</b>



## **Thank You!**

Employment of students in your department is greatly appreciated. You are providing students with the opportunity to earn money for educational expenses and to develop effective work habits and transferable skills. You are making a difference in their lives.

## **Introduction**

Elon University is interested in the well-being, career development, and academic success of all students. Your role as supervisor is key to this development. You are not only a supervisor but also a mentor. The student employment office of the Student Professional Development Center assists you with finding the right student for your student employee position. Student employment is located in the Student Professional Development Center in Moseley 140.

## **Student Employment Programs: FWSP, PACE, IWSP**

**Student Eligibility:** Elon University students enrolled in any of the academic schools at Elon are eligible to work through the student employment program. Students may not work more than eight hours per day and/or more than 20 hours per week when classes are in session. Students may not earn more than the maximum earnings amount and must be properly supervised. Employment is subject to satisfactory performance of duties and maintaining a GPA of 2.0 or better. Supervisors are responsible for monitoring GPA compliance.

Elon University has three Student Employment programs: **Federal Work Study Program (FWSP)**, **Providing Aid through Campus Employment (PACE)** program, and **Institutional Work Study Program (IWSP)**. The Federal Work Study Program is partially paid for by federal funds and students earning these funds must be qualified to do so. The IWSP and PACE programs are fully funded by Elon University. If employed, students who do not apply for or who do not receive an FWSP award or PACE program award will automatically be employed under IWSP.

## **Federal Work Study Program (FWSP)**

If a student has been given FWSP status as part of his or her need-based financial aid package, s/he can work under the FWS program. Not every student receiving need-based financial aid receives FWS as part of his or her aid package. Students receiving FWS are not guaranteed jobs; students must secure employment through an Elon Job Network search, application, and selection process.

Some federal requirements to remember regarding FWSP:

- FWS students cannot work during a scheduled class time.
- Federal law requires that FWS student hours must be paid to the student within one month of working. Therefore, it is imperative that all students meet payroll submission deadlines.

**FWSP Award Limits:** Students employed under FWS may only earn the amount stipulated in their FWS award. If a student is working more than one job on-campus, earnings limit will be met by combining the total pay received from *all* on-campus hourly jobs. If earnings exceed FWSP limit and the departmental budget allows, the supervisor must switch the student from FWSP to IWSP. It is the responsibility of the supervisor to monitor the budget and individual student wages to ensure funds are available for students. Financial Planning provides the award amount information to the student as part of the financial aid package. Financial Planning can be contacted at 278-7640.

## **Providing Aid through Campus Employment (PACE)**

Elon's PACE program, which began in fall 2011, was created to help students not qualified for FWS status but for whom campus employment will pivotally impact their ability, to attend Elon. Students in the program will be matched with part-time jobs in campus departments or programs and are guaranteed a campus job with earnings of up to \$3,000 per academic year.

Students eligible to apply for the program are identified through the financial aid process and then invited to submit an application. Instructions and a link to the application will be included with the financial aid award package. The program is

restricted to incoming first-year students, but once accepted into the PACE program, students are eligible to remain in the program for their four years at Elon.

### **Institutional Work Study Program (IWSP):**

Institutional Work Study Program (IWSP) students who are not awarded Federal Work-Study (FWS) or PACE as part of their financial aid package are automatically eligible to apply to work under the Independent Work Study Program IWSP, which is fully funded by Elon or other outside grants and funds.

### **Stipends:**

If a student is receiving a stipend rather than hourly wage, s/he should be informed during the interview process. S/he will be informed of the amount and pay date.

### **Budgets, Starting Wage and Raises:**

Monitor your budget line and student status to ensure that funding is available. Student employment wages begin at \$9.00 unless approved by Human Resources (278- 5560). Student employees are eligible for up to a 25 cent raise after working in the same department for at least two consecutive semesters (Fall and/or Spring). Student employees are eligible for 25 cents per consecutive semester after this initial raise. To ensure equity, all raises must be approved through Human Resources. To ensure equity, all raises must be approved through Human Resources. Raises are processed twice a year. Supervisors receive an email with instructions from the Office of Human Resources.

## **Hiring Student Employees**

### **Student Employment Model Practices:**

Student positions are real jobs that require serious commitment. Student jobs are designed to help students grow and learn. Best practices in hiring, orientation, development, evaluation, and compensation are vital components to enhancing the college experience while preparing students for the post-collegiate working world.

### **Recruitment**

#### *Job Descriptions:*

The job description provides a foundation for the hiring process. In order to accurately classify a student position, one must first carefully examine the nature and scope of the job. For every student employee position, hiring departments should establish a well-developed job description that will guide the interview and selection process. Eight core criteria to address in a job description are:

- Minimum knowledge and skills required.
- Complexity of work tasks.
- Degree of supervision required.
- Scope of position's contact with members of the university.
- Supervision/direction the student employee provides to others.
- Access to confidential information such as student academic records, financial information, and health records.
- Physical demands of the position.
- Work environment.

Overview: The Elon Job Network Student Employment process has been designed as a “real world” job application experience: Supervisors advertise job openings, students review job postings, applicants submit requested paperwork, and employers conduct interviews with selected applicants. You may send posting information to Nancy Carpenter [ncarpenter4@elon.edu](mailto:ncarpenter4@elon.edu) or you may choose to post the position.

*Information needed for Nancy to post:*

\_\_\_\_\_Federal Work Study (FWSP)  
(IWSP)

\_\_\_\_\_Institutional Work Study

Job Title:

Department:

Supervisor:

Supervisor email:

Number of openings:

Number of hours per week: \_\_\_\_\_

*Note: University policy permits a maximum of 20 hours per week during the academic year.*

Schedule if definitive hours are needed to cover events, lunch, etc.:

Job Description:

Qualifications:

*Note: EJM allows for screening by major, classification, etc. If the job requires a certain major or classification, please note it here so that screening criteria is selected correctly.*

What to Expect:

You will receive a cover letter and resume in your inbox as students apply OR you can tell me to send a packet weekly, biweekly or on the posting expiration date.



## **Example job description with NACE competencies Student Employment Office Assistant**

### **Description**

Be a part of the exciting area of student employment! Assist students as they embark upon the on- campus job search and application processes. Plan and promote job fairs, information sessions and celebration events. Design and create marketing materials to encourage participation. Assist with tracking programs through data analysis to ensure compliance, inclusion, and fair practices. This position will help you put knowledge into practice, growing in the areas of professionalism, critical thinking, problem solving, teamwork/collaboration, and inclusive excellence.

### **Position Qualifications**

Position requires strong understanding of confidentiality and dependability. This position requires a strong work ethic with intention to fulfill work and time requirements, arriving on time and keeping unscheduled absences to a minimum. Candidates must have excellent verbal, written communication, and organizational skills. Excel, Canva, and/or Photoshop skills are a plus.

### *Posting a Position on the Elon Job Network:*

1. Access the Elon Job Network from the on-campus student employment page of the Student Professional Development website. New Users will need to follow registration processes or contact Nancy Carpenter ([ncarpenter4@elon.edu](mailto:ncarpenter4@elon.edu)) and she will register you. Existing Users will enter username and password.
2. EJN Posting Process
  - To create a new job: Select **My Jobs** tab at top.

**EJN**  
elon job network

Home / Jobs

**Job Postings**

If you are hiring for a remote position, you must select the appropriate visibility.

< **Job Postings (non-OCR)**

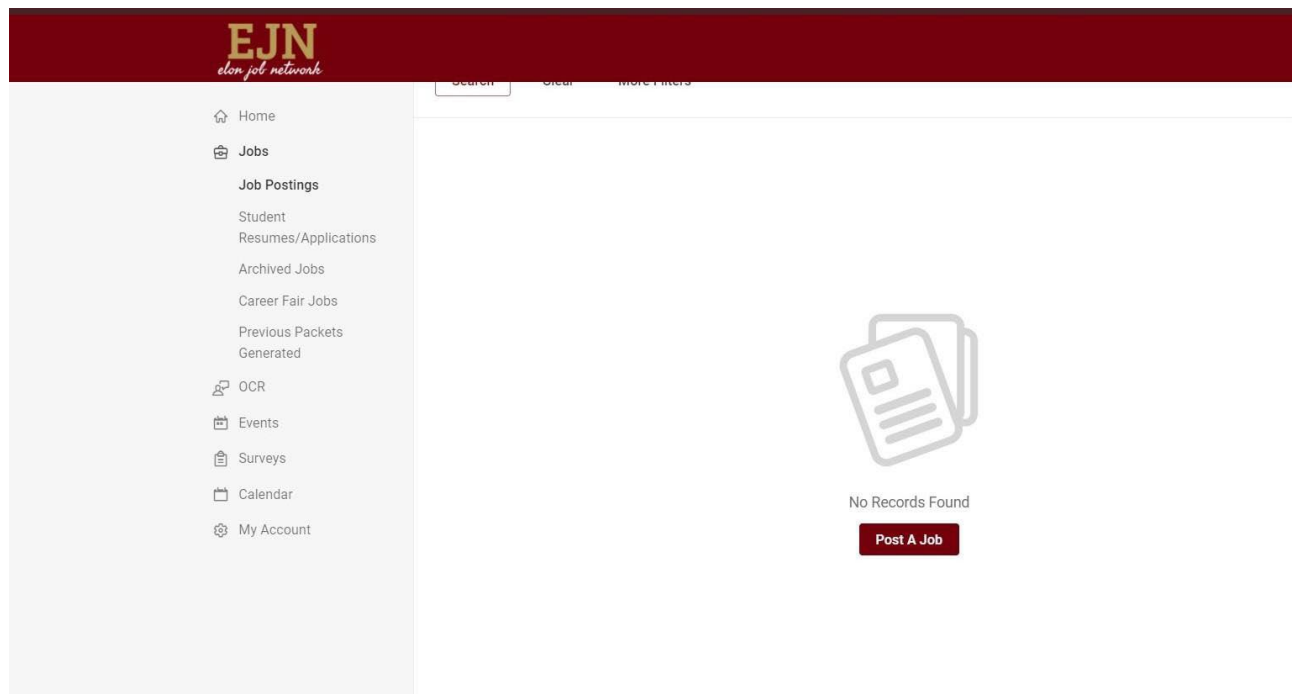
**Keywords**  
(searches job title, ID, description, ...)

**Contact Name**

**Search** **Clear** **My Jobs**

To view current and past jobs, select Job List. To create a new job, select

New Job.



Enter job information. Fields with an \* are required information. Fill out as

Create a single username, password, and profile across hundreds of Symplify schools.

much information as possible to make the job posting complete.



Create a single username, password, and profile across hundreds of Symplicity schools. x

SYMPPLICITY RECRUIT 2

EJN

elon job network

NC

Home

Jobs

Job Postings

Student

Resumes/Applications

Archived Jobs

Career Fair Jobs

Previous Packets Generated

OCR

Events

Surveys

Calendar

My Account

Location \*

Type in the desired location and select from suggestions or hit enter. To add a nationwide location, type in a country name such as "United States".

Pay/Salary

Posting Date \*

(Job announcement will be posted on this date.)

2020-10-14

Select

Clear

Expiration Date \*

(Job announcement will be removed on this date.)

2021-01-11

Select

Clear

Attachment(s)

Add Item

Desired Qualifications

Create a single username, password, and profile across hundreds of Symplicity schools. x

SYMPPLICITY RECRUIT 2

EJN

elon job network

Home

Jobs

Job Postings

Student

Resumes/Applications

Archived Jobs

Career Fair Jobs

Previous Packets Generated

OCR

Events

Surveys

Calendar

My Account

Desired Qualifications

Desired Minimum GPA

Please enter the minimum grade point average desired.

Desired Graduation Date - Range Start \*

Please enter the desired graduation range start date.

Desired Graduation Date - Range End \*

Please enter the desired graduation range end date.

Desired Work Authorization \*

Please enter the desired work authorization.


U.S. Citizens or Permanent Residents

International students legally authorized to work on their student visa

Desired Skills

Type in and choose from suggested skills or press enter to create a new skill. You can add a total of 10 skills.

Desired Major(s) \*



Home

Jobs

Job Postings

Student Resumes/Applications

Archived Jobs

Career Fair Jobs

Previous Packets Generated

OCR

Events

Surveys

Calendar

My Account

## Application Instructions

### Resume Submission Method \*

How would you like to receive students' application materials?

**E-mail:** Each time a student applies to a position, an email will be sent to this address with the application materials attached.

**Accumulate Online:** Students' application materials will be collected online and contacts may log in to review them.

**Other:** Once selected, enter instructions in the "How to Apply" field. If "Other" is the only method selected, students will not have the option to apply through this system.

Please note: You may select more than one "Resume Submission Method" option.

☐ Email
 ☐ Accumulate Online
 ☐ Other (enter below)

### Automatic Application Packet Generation \*

Would you like to receive an application packet PDF (includes all documents submitted by all job applicants) when this job expires?

☐ Yes
 ☐ No

### Optional Documents

Which additional documents would you like to receive?

☐ Cover Letter
 ☐ Other Documents

### Requested Document Notes

Special instructions regarding requested documents.

Create a single username, password, and profile across hundreds of Symplicity schools. ✕

SYMPPLICITY RE

EJN

elon job network

Home

Jobs

Job Postings

Student Resumes/Applications

Archived Jobs

Career Fair Jobs

Previous Packets Generated

OCR

Events

Surveys

Calendar

My Account

☐ Email
☐ Accumulate Online
☐ Other (enter below)

**Automatic Application Packet Generation \***  
Would you like to receive an application packet PDF (includes all documents submitted by all job applicants) when this job expires?  
☐ Yes ☐ No

**Optional Documents**  
Which additional documents would you like to receive?  
☐ Cover Letter ☐ Other Documents

**Requested Document Notes**  
Special instructions regarding requested documents:

**Display Contact Information To Students**  
If checked, please provide information in 'Contact Information' field  
☐

Submit

Save And Finish Later

Cancel

POWERED BY symplicity

Privacy Policy | Terms

In the headquarters field, please type Elon University for on-campus employment. In address line 1, please type your on-campus building location or off-site location (if applicable). Please preface each job title with “Elon”. For example: Elon – Receptionist. In the field, “Application Instructions,” choose the procedure by which a potential employee may apply for this position. Click SAVE to update this information.

3. The Elon Job Network (EJN) will assign a job number to the position you submit, and you will be mailed a confirmation that the job has been posted.
4. You have access to change the job posting dates, requesting reactivation by changing the posting start date.

### *Receiving Resumes*

You can receive resumes through the Elon Job Network system as well as schedule interviews online, eliminating excessive administration time. Students are encouraged to seek resume review in the Student Professional Development Center.

## *Interviews*

The purpose of an interview is to select the best person for the job. The job interview is an important step in the student's progress toward becoming a confident and capable employee. In general, the following interview guidelines will benefit both supervisor and student.

### Helpful suggestions for Interviewers:

1. Prepare for the interview. Review student's cover letter, resume, and application. Have materials describing the position and the expectations of the position available.
2. List questions to ask the interviewee. Interview questions should be consistent for all applicants and based on the job description for maximum effectiveness. Include open-ended questions that will give the applicant an opportunity to talk about him or herself. In other words, try to avoid questions that can be answered yes or no.
3. Establish a friendly atmosphere. Removing barriers such as a desk between the interviewer and the interviewee enhances an atmosphere conducive to conversation. Most job applicants are a bit nervous. Putting an applicant at ease with "small talk" is appropriate. Questions about vacation, weather, etc. are usually good icebreakers.
4. Begin the interview by outlining what will take place during the interview. This will help you take control of the interview and lets the applicant know what to expect.
5. Before you ask questions, give the applicant a brief overview of the job. Clarify information related to required skills and talents. Be specific about necessary information concerning skills essential to the position. Provide information on essential functions of the job, standards expected, your supervisory style, and other factors. Be clear about your personal expectations. Give enough information that, by the end of the interview, the student will know if he/she really wants this job.
6. Secure basic information- Listen for specific information as a student talks about education, training, and experience.



7. Ask all applicants for the same position the same questions in basically the same way.
8. Ask job specific questions that will help you get an idea of how the student would handle a departmental issue/question/event.
9. Remain within legal guidelines. EEO Guidelines for interviewing are available on the Human Resources website. Elon is committed to the principles of equal opportunity in employment, admission, financial aid, and housing regardless of race, color, sex, religion, age, disability, veteran's status or national origin.
10. After you have asked the questions, give the applicant the opportunity to elaborate on any skills or experience he/she may have that were not brought out in the interview. Allow the opportunity for questions.
11. Conclude and advise the applicant of hiring timeline when you will make your decision and when he/she can expect to hear from you.
12. After the applicant has left, rate the interview (excellent, good, average, poor) and make notes about major points and about those which need follow up. Do this while it is fresh in your mind and before you interview the next applicant.
13. While an interview is a valuable method of selecting student employees, other information, such as references, and work evaluations should be considered.

## Sample Interview

You may want to change the wording to fit your interview style or ask questions that are more specific to the job.

- Why did you choose Elon University?
- Tell me something about yourself. (The purpose of this question is to make the student feel more comfortable and encourage the candidate to relax and start talking. This question also will help you decide how good his/her communication skills are.)
- Tell me something about your last work experience (paid or unpaid). What skills did you learn that will benefit you in this job?
- What do you know about this department?
- Why does this position interest you?
- What do you consider your strengths/opportunities for improvement? What would your last supervisor/mentor/teacher indicate are your strengths and weaknesses?
- Talk about a time when you had to overcome a major obstacle.
- What would you do if you got behind schedule with your part of a project?
- How would you handle the following situation...?
- How would you handle a coworker that is tweeting while he/she is at work and tweeting is not part of his/her job?
- What role do you naturally take on a team? Prompts may include...organizer, administrator, communicator, include, devil's advocate?
- What changes have you made in working with others to be more effective at work or school?

## Pre- Employment Questions Guide:

Subject	Do Not Ask	You May Ask
Sex/Gender	Are you male or female? What are the names/relationships of any people living with you?	Not allowed
Residence	Do you own or rent? Where do you live? How long have you lived there?	What is your present address?
Race/Color	What is your race? What color is your hair, skin and/or eyes?	Not allowed
Age	What is your DOB? How old are you?	If hired, could you provide proof that you are at least 18?
National Origin	What is your ancestry, descent, nationality? What is your native language?	What languages do you speak or write fluently?
Marital/Family	What is your marital status? How many children do you have? Are you pregnant/plan to have children? Do you have provisions made for your kids?	Not allowed
Religion	What is your religious denomination? What church do you belong to? What religious holidays do you observe?	Not allowed
Disabilities	Are you disabled?	Are you capable of performing the essential functions of the job with or without reasonable accommodation?
Citizenship	Of what country are you a citizen? When did you become a citizen of the US?	Are you able to document your eligibility to work in the US?
Language	What is your native language?	What languages do you speak or

Subject	Do Not Ask	You May Ask
	How did you learn to speak, etc. a foreign language?	write fluently?
Education	What are the dates you attended?	Please describe your academic, vocational, or professional education and the schools you have attended.

### *Reference Checks*

You must ask students' permission for any reference you seek. Be consistent when checking references. Call references listed on a job application for each of your top candidates. Information provided should be factual and be well documented. Do not ask references for personal information such as marital status, age, religion, or any information not related to the applicant's job performance.

## Work Agreements

After a student has accepted an employment offer the supervisor will report this hire/reinstatement information using the “Supervisor Work Agreement” screen in [OnTrack](#). You will find this link under the “OnTrack for Employees” menu in the “Time Entry and Approval” section.

## Access Supervisor Work Agreement

Entering a work agreement for a student employee you supervise as a primary supervisor can be accessed for entry and submission approval through [OnTrack](#) . Once logged into the OnTrack for Staff section...

The image shows two screenshots of the Elon University OnTrack website. The top screenshot displays the main navigation menu with links for Students, Faculty & Staff, Parents, Search elon.edu, Giving, and Tools. Below this is the OnTrack header with links for Help, Main Menu, and Log In. A banner image of a phoenix is shown, followed by four icons representing different user roles: OnTrack for Applicants, OnTrack for Students, OnTrack for Faculty, and OnTrack for Staff. The bottom screenshot shows the OnTrack login page for staff, featuring a 'Log In' link, a 'USER ID' input field, a 'PASSWORD' input field, and a 'SUBMIT' button. The page also includes a 'Welcome Guest!' message.

ELON UNIVERSITY

Students Faculty & Staff Parents Search elon.edu Q Giving Tools

Admissions Academics Campus Life Athletics Alumni About

OnTrack Help Main Menu Log In

ONTRACK FOR APPLICANTS ONTRACK FOR STUDENTS ONTRACK FOR FACULTY ONTRACK FOR STAFF

ELON UNIVERSITY

Students Faculty & Staff Parents Search elon.edu Q Giving Tools

Admissions Academics Campus Life Athletics Alumni About

OnTrack Welcome Guest! Help Main Menu Log In

Staff Log In

USER ID

PASSWORD

SUBMIT

## Choose Supervisor Work Agreement under Time Entry and Approval

← → ↻ <https://ontrack.elon.edu/ontrackss/?hideProxyDialog=true>

**ELON**  
UNIVERSITY

Students Faculty & Staff Parents + Resources Search Elon.edu **GIVE** **APPLY**

Admissions Academics Campus Life Global Athletics Alumni About

ncarpenter4 Sign out Help

Hello, Welcome to OnTrack!  
Choose a category to get started.

**Employee**  
Here you can view your tax form consents, earnings statements, banking information, timecards and leave balances.

**Course Catalog**  
Here you can view and search the course catalog.

**Advising**  
Here you can access your advisees and provide guidance & feedback on their academic planning.

**Faculty**  
Here you can view your active classes and submit grades and waivers for students.

**Early Warning & Student Status**  
Submit an early warning and view students quarantine/remote learner status.

**View Faculty Office Hours**  
Here you can view faculty office hours.

© 2000-2022 Ellucian Company L.P. and its affiliates. All rights reserved. [Privacy](#)

## Select *Enter a new work agreement*

The 8 Best Water Filter EIN Elon University / Se Article - Colleague colleague.elon.edu Employee OnTrack

← → ↻ <https://ontrack.elon.edu/ontrackss/HumanResources/Home>

Welcome to OnTrack Employee!

**Tax Information**  
Here you can change your consent for e-delivery of tax information.

**Time Approval for Student Employees (Supervisor)**  
Here you can approve or reject timecards for the people you supervise

**Earnings Statements**  
Here you can view your earnings statement history.

**Employee Proxy**  
Here you can delegate certain types of work tasks to another employee.

**Leave**  
Here you can view your leave balances and leave requests.

**Time History for Student Employees (Supervisor)**  
Here you can view paid timecards for the people you supervise.

**Position History**  
Here you can view a list of your positions.


**Stipend History**  
Here you can view a list of your stipends.

**Total Compensation Statement**  
Here you can view your Total Compensation Statement.


**Benefits Enrollment**  
Here you can enroll in benefits.

**Current Benefits**  
Here you can view all your current benefits.


**United Way**  
Contribute to the United Way Campaign.




**Letter of Agreement**  
Review letter of agreement information.




**Faculty and Staff Payroll Deduction**  
Contribute by making an employee deduction.




**Phoenix Card Deductions**  
Add, change or cancel payroll deductions for Phoenix Cash and Food Dollars.




**Hourly Staff Award Letter**  
View yearly employee award letter information.



**Student Staff Information**  
View position and wage information for the student staff you supervise, along with completing work agreements, requesting wage increases, and requesting wage records be closed.



**Tuition Remission Request**  
Submit a tuition remission request here.



**Tuition Remission Request Approval (Supervisor)**  
Review employees tuition remission submissions.

Student time sheets for positions you supervise can be accessed for review and approval through [OnTrack](#).

1. Use the Filter area on the left side of the page to narrow down the list of student staff, if needed
2. Use the list of students on the right side of the page to view, for each student, total hours worked, approve the time sheet, reject the time sheet, enter comments or view the time sheet details
  - o If no students are listed on the right side of the page, click the **Reset Filters** button and then click the **Apply Filters** button

**Time Approval**

< Employee

**Filter**

Search for Employee

Employee Name or ID

Clear Search

**Pay Cycles**

☐ Student Pay Cycle

**Status**

- ☐ Submitted ⓘ
- ☐ Not Complete ⓘ
- ☐ No Time Entered ⓘ
- ☐ Approved ⓘ
- ☐ Rejected ⓘ

Reset Filters   Apply Filters

Page 1 of 1

Pay Cycle	Pay Period	Due By	Status	Total Hours	Regular Hours	Overtime Hours	Additional Hours
Student - Elon - 2206592							

Page 1 of 1

Total: 1



1. Toggle the filter area on and off by clicking the **Filter** button at the top left of the page
2. To search for a particular student staff member, enter their name or University ID in the **Search for Employee** box and click the magnifying glass
3. To reset the list of student staff members on the right side of the page that appeared because of a search, click the **Clear Search** button
4. Use the check boxes in the filter area to display student staff members by pay cycle and/or time sheet status
  - Hover over the Information icon beside the status to see the status definition
5. Use the **Reset Filters** and **Apply Filters** buttons to display the appropriate list of student staff members
  - The **Reset Filters** button removes all checks in the check boxes
  - The **Apply Filters** button uses the filters to display the student staff members that meet the filter criteria
  - If you want to see a list of every student, click the **Reset Filters** button then click the **Apply Filters** button

The screenshot shows a web interface for managing time approvals. At the top left, there is a blue button with a funnel icon and the text 'Filter', labeled with a black circle containing the number 1. Below this is a search bar with the placeholder text 'Employee Name or ID' and a magnifying glass icon, labeled with a black circle containing the number 2. To the left of the search bar is a button labeled 'Clear Search', labeled with a black circle containing the number 3. Below the search bar, there are two filter sections. The first section is titled 'Pay Cycles' and contains a checkbox labeled 'Student Pay Cycle', labeled with a black circle containing the number 4. The second section is titled 'Status' and contains five checkboxes with labels: 'Submitted', 'Not Complete', 'No Time Entered', 'Approved', and 'Rejected'. Each checkbox has a small information icon (i) to its right. At the bottom of the filter sections, there are two buttons: 'Reset Filters' and 'Apply Filters'. The 'Apply Filters' button is blue and labeled with a black circle containing the number 5.

Navigate the Time Approval summary page

1. Use the navigation arrows at the top and bottom of the page to toggle between pages
2. Individual students are listed below the column headers with their name and University ID displayed
  - Use the arrows to the left of the name to expand and collapse the details for each student

- As you scroll down the page, the column headers will hover at the top of your browser so you can always see them

⏪

<

Page 1 of 1

>

⏩

1

Total: 1

Pay Cycle	Pay Period	Due By	Status	Total Hours	Regular Hours	Overtime Hours	Additional Hours
<div> <div>▼</div> <div>Student, Elon - 2206592</div> <div>2</div> </div>							

⏪

<

Page 1 of 1

>

⏩

Total: 1

1. Use the arrows on the left side to expand and collapse the individual windows
2. The **Status** displayed when the pay period is collapsed corresponds to the entire 2-week pay period
  - If a student has submitted one week for approval but not the second week then the overall **Status** will be **Not Complete**
3. Click on the **Approve**, **Reject**, **Comments**, and **View** buttons to take action on the time sheet

Pay Cycle	Pay Period	Due By	Status	Total Hours	Regular Hours	Overtime Hours	Additional Hours
Student, Elon - 2206592							
Student Pay Cycle	09/09/2021-09/24/2021	9/28/2021 8:30 AM	Paid	0.00	0.00	0.00	0.00
1							✓ Approve ⓘ Reject 💬 Comments ... View
Student Pay Cycle	09/25/2021-10/08/2021	10/12/2021 11:59 AM	ⓘ Not Complete	10.00	10.00	0.00	0.00
			2				3 ✓ Approve ⓘ Reject 💬 Comments ... View
⏪	⏩	Page 1 of 1	⏴	⏵			Total: 1

1. Use the arrows on the left side to expand and collapse the individual windows
2. If the student has more than one position then **Non-Managed Position** will be displayed for any positions for which you are not the supervisor, along with the position title and ID
3. The **Total Hours** displayed when the pay period is collapsed is the total number of hours entered for ALL positions
  - In this example, the student entered 6 hours for the Tour Guide position and 4 hours for the PC Support position for a total of 10 hours overall
4. Click on the **Approve**, **Reject**, **Comments**, and **View** buttons to take action on the time sheet

Pay Cycle	Pay Period	Due By	Status	Total Hours	Regular Hours	Overtime Hours	Additional Hours
Student, Elon - 2206592							
Student Pay Cycle	09/09/2021-09/24/2021	9/28/2021 8:30 AM	Paid	0.00	0.00	0.00	0.00
				✓ Approve ⓘ Reject 💬 Comments ... View			
Student Pay Cycle	09/25/2021-10/08/2021	10/12/2021 11:59 AM	Not Complete	10.00	10.00	0.00	0.00
				✓ Approve ⓘ Reject 💬 Comments ... View			
1	09/25/2021 - 10/01/2021		Submitted	10.00	10.00	0.00	0.00
				3 4 ✓ Approve ⓘ Reject 💬 Comments ... View			
IWSP Tour Guide 350000ADM09801			Submitted	6.00	💬 Comments		
2 IWSP PC Support 41001SPCS09800 Non-Managed Position			No Time Entered	4.00	💬 Comments		
	10/02/2021 - 10/08/2021		No Time Entered	0.00	0.00	0.00	0.00
				✓ Approve ⓘ Reject 💬 Comments ... View			

1. The **Status** will update once you take action on the time sheet
2. Once a time sheet is approved, the supervisor can unapprove it as long as the supervisor deadline has not passed

Student Pay Cycle	09/25/2021-10/08/2021	10/12/2021 11:59 AM	Not Complete	10.00	10.00	0.00	0.00
				✓ Approve ⓘ Reject 💬 Comments ... View			
	09/25/2021 - 10/01/2021		Approved	10.00	10.00	0.00	0.00
				1 2 ✓ Unapprove ⓘ Reject 💬 Comments ... View			
IWSP Tour Guide 350000ADM09801			Approved	6.00	💬 Comments		
IWSP PC Support 41001SPCS09800 Non-Managed Position			No Time Entered	4.00	💬 Comments		

## View time sheet details

1. When you click the View button on the Time Approval summary page then the time sheet details will be displayed
  - The name of the student is displayed at the top of the page
  - Use the **Time Approval** link to return to the Time Approval Summary page
  - Use the navigation arrows to toggle between weeks, if needed
2. Each position is displayed in its own window that can be expanded or collapsed

- The position ID, title, supervisor name, department, number of hours entered, and status are displayed for each position
- 3. The **Weekly Totals** are displayed at the bottom of the page
- 4. Use the arrows to expand and collapse the windows
- 5. Click on the **Save**, **Other Actions** or **Approve** buttons to take action on the time sheet

Time Approval - Student, Elon  
 < Time Approval

Week 09/25/2021 - 10/01/2021  
 10:00 Total Hours

350000ADM09801 • RWSP Tour Guide  
 Maroon, Elon • Admissions  
 6.00 | Submitted

410015PCS09800 • RWSP PC Support (non-managed position)  
 Phoenix, Elon • Campus Technology Support  
 4.00 | Not Complete

Weekly Totals

Daily Total Hours:	3.00	0.00	0.00	3.00	4.00	0.00	0.00	10.00
Regular Hours:								10.00

1. Click the **Other Actions** button to view the options available
2. Click the appropriate link to take action on the time sheet
  - **Approve** to approve the time sheet
  - **Reject** to reject the time sheet
  - **Comments** to enter comments

Saved Save Other Actions ▾ Approve

Approve

Reject

Comments

1. When an individual position window is expanded, the individual days of the week are displayed with the hours worked
  - The **Position Total Hours** are displayed in a separate row for each day
2. You are able to view the hours entered for a non-managed position but you are not able to edit the time sheet
3. The totals for each position are displayed in the last column and the totals for all positions combined are displayed in the last column and last row

#### 4. Click on the **Save**, **Other Actions** or **Approve** buttons to take action on the time sheet

Time Approval - Student, Elon

< Time Approval

Week 09/25/2021 - 10/01/2021 >

10.00 Total Hours Submitted

350000ADN09801 • RWSP Tour Guide  
Maroon, Elon • Admissions  
6.00 Submitted

410015PC509800 • RWSP PC Support (non-managed position)  
Phoenix, Elon • Campus Technology Support  
4.00 Not Complete

Earn Type	Sat 9/25	Sun 9/26	Mon 9/27	Tue 9/28	Wed 9/29	Thu 9/30	Fri 10/1	Total
Institutional Work Study Progr	3.00			3.00				6.00
Position Total Hours:	3.00	0.00	0.00	3.00	0.00	0.00	0.00	6.00

Earn Type	Sat 9/25	Sun 9/26	Mon 9/27	Tue 9/28	Wed 9/29	Thu 9/30	Fri 10/1	Total
Institutional Work Study Progr					4.00			4.00
Position Total Hours:	0.00	0.00	0.00	0.00	4.00	0.00	0.00	4.00

Weekly Totals

	Sat 9/25	Sun 9/26	Mon 9/27	Tue 9/28	Wed 9/29	Thu 9/30	Fri 10/1	Total
Daily Total Hours:	3.00	0.00	0.00	3.00	4.00	0.00	0.00	10.00
Regular Hours:								10.00

Save Save Other Actions Approve

#### Enter comments

- Any previously entered comments are displayed at the top of the window under the appropriate position title
  - The comments are stamped with the date and time they were entered
  - Use the navigation arrows on the right to see more comments, if needed
- Enter your comments in the window
- Click the **Send** button to record your comments

Comments ✕

---

IWSP Tour Guide ^

---

**Elon Student**

As a reminder, I had an exam on Tuesday so I didn't work on Monday as regularly scheduled.

9/29/2021 3:38 PM

---

Thank you for the reminder!

Send

---

IWSP PC Support (non-managed position) v

---

Close

### Reject a time sheet

1. The supervisor name, student name and pay period dates are displayed at the top of the **Reject Time Sheet** window
2. Enter the **Rejection Reason** in the window
3. Click the **Reject** button to record your decision

Reject Time Sheet ✕

---

**Rejected By  
Employee  
Rejecting time for:**

Elon Maroon  
Student, Elon  
09/25/2021 - 10/01/2021  
Reason

Enter rejection reason

Cancel

Reject

## Employee Proxy for Time Approval

### Access the Employee Proxy page

When away from campus and/or not able to perform their time approval duties, each supervisor should have another faculty or staff member assigned as a proxy who can review and approve time sheets in the supervisor's absence. Supervisors should communicate their proxy contact information to their staff members. If the supervisor is unable to add the proxy then Human Resources (336-278-5560) or Payroll (336-278-5260) can add the proxy for them.

The Employee Proxy page is used to assign, change, and remove proxy elections and can be accessed through OnTrack.

1. If you have any active proxies assigned then they will be listed when the Employee Proxy page displays
2. Click the **Add Proxy** button to add a new proxy



### Add Employee Proxy

1. Choose **Time Approval** from the **Select Proxy Type** drop down box
2. Enter the **Effective Date** and **Revoke Date**
  - o The **Effective Date** is the first date the proxy has access to time approval on your behalf
  - o Today's date defaults as the **Effective Date** but can be changed
  - o The **Revoke Date** is the last date the proxy has access to time approval on your behalf
  - o Proxy access ends at 12:01 am on the **Revoke Date**



3. Use the **Search for Proxy** box to select the faculty or staff member that will be your proxy
  - Valid search criteria includes
    - 7-digit University ID
    - First name Last name (e.g. John Smith)
    - First name Middle name Last name (e.g. John Patrick Smith)
    - Last name, First name (e.g. Smith, John)
    - Last name, First name Middle name (e.g. Smith, John Patrick)
4. Once the correct person's information appears, click the faculty or staff member's name then click the **Add Proxy** button

The screenshot shows the 'Add Employee Proxy' form. It includes a 'Select Proxy Type\*' dropdown menu with 'Time Approval' selected (callout 1). Below this are 'Effective Date\*' and 'Revoke Date' fields, both containing dates (9/13/2021 and 9/17/2021 respectively) (callout 2). A note states 'Proxy access ends at 12:01 AM on this date.' Below these is a 'Search for Proxy\*' section with a search bar containing the placeholder text 'Search for Employee to Act as Proxy' and a magnifying glass icon. Below the search bar is a list of search results, with the first result showing a profile picture, the name 'Elon Phoenix', and the ID '2194097' (callout 3). At the bottom of the form are two buttons: 'Cancel' and 'Add Proxy' (callout 4).

#### Remove/Change Employee Proxy


To change anything associated with an active proxy, remove the person as your proxy then add them as a new proxy with the correct information.

1. To remove a proxy, go to the Employee Proxy page and click the red X at the end of the proxy row
2. Click the **Delete** button to delete the Employee Proxy

Employment · Employee · Employee Proxy

Employee Proxy

Active Proxies

Employee	Proxy Access	Effective Date	Revoke Date	
 Elon Phoenix	Time Approval	9/13/2021	9/17/2021*	<b>1</b> 

\* Proxy access ends at 12:01 AM on this date.

### Delete Employee Proxy

You are about to remove Time Approval proxy access for proxy Elon Phoenix effective 9/13/2021.

Cancel
**2** Delete

## Log-in as a proxy

Anyone that has been assigned as a supervisor's proxy has access to the Time Approval page to approve time sheets on behalf of the supervisor. Time Approval can be accessed through [OnTrack](#). Once logged in, click on **OnTrack for Staff**. Under the section labeled **Time Entry and Approval**, select **Self-Service Time Approval** to access the Time Approval page. You may be prompted to enter your OnTrack log-in credentials again.

1. When prompted with this window, click on the name of the person for whom you want to act as proxy
  - If you don't want to act as a proxy for this session, click on your name
2. Click the **Continue** button

Person Proxy

Welcome to Colleague Self-Service! Select the person's account you want to view:

Julie
 You

Elon Phoenix
 1

Cancel
 Continue
 2

Switch from acting as a proxy to using your log-in

Anytime you are acting as someone's proxy, you may switch to yourself or another user (if you are the proxy for more than one person). Look for the green bar at the top of the page and click on the **Change User** button. Follow the prompts to switch to another person.

Julie acting on behalf of Elon
 Change User
 1

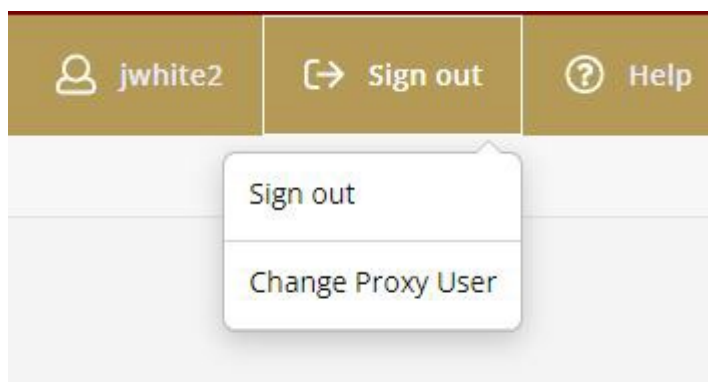
Hello, Welcome to Colleague Self-Service!

Choose a category to get started.

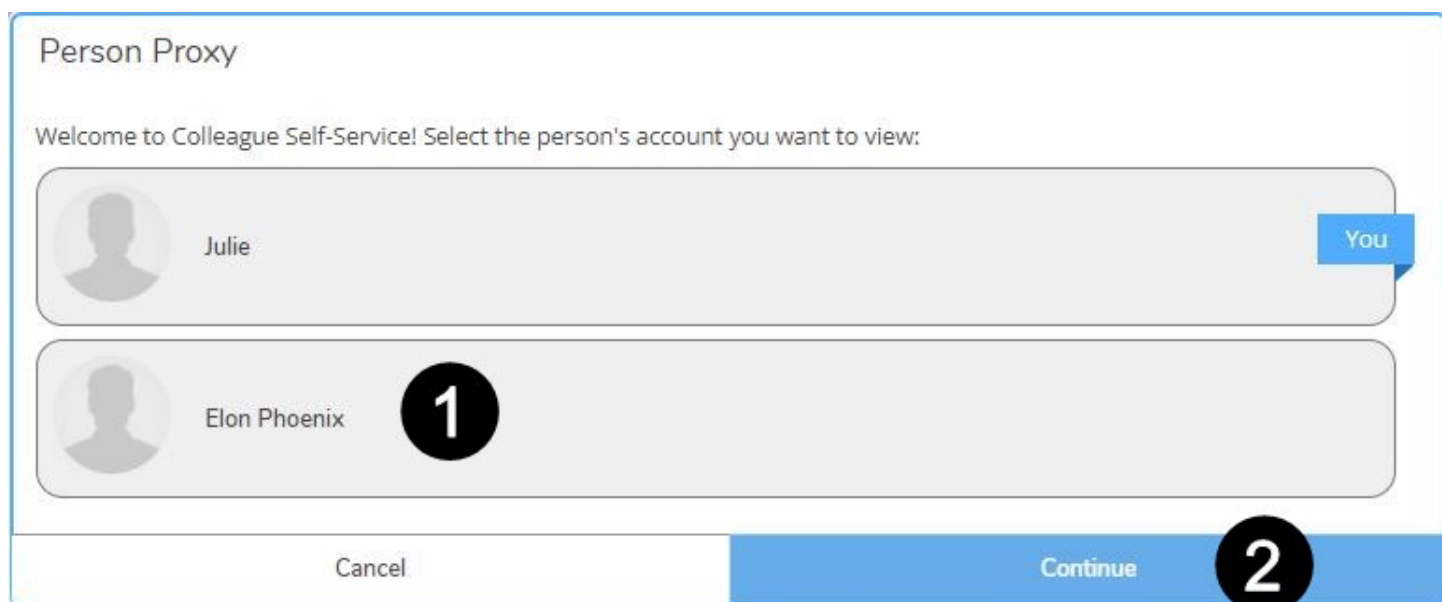
Employee
 Here you can approve timecards or leave requests as a proxy user.

Switch from using your log-in to acting as a proxy

Anytime you are logged into Self-Service, you may switch from your log-in to act as someone's proxy. Click on the **Sign out** button at the top right of the page then click on **Change Proxy User**.



1. Click on the name of the person for whom you want to act as proxy
2. Click the Continue button



**Alternate Supervisor**

Once you enter an alternate supervisor's University ID then that person's ID and name will appear in a drop-down box in the alternate supervisor section of the page to enter work agreement information.

Once you enter the information and click SUBMIT, you will see the submission page. You are able to review the information you entered, read the terms of agreement and either save or submit the work agreement.

## Submit Supervisor Work Agreement

[Supervisor Work Agreement Help](#) [Student Work Agreement Help](#) [Work Agreement FAQs](#)

Supervisor Information
University ID: 08 [REDACTED] Name: Ju [REDACTED] Year: 2015
Work Agreement Information
You entered the following: Student: 13 [REDACTED] - Rc [REDACTED] 2015/2016 Start Date: 06/25/15 PACE Position: No Department Payroll Number: 4 [REDACTED] Department: Administrative Computing Pay by Stipend: Yes Pay Rate: Alternate Supervisor: 15 [REDACTED] - He [REDACTED] Position Title: Programmer Elon Job Posting Number:
TERMS OF AGREEMENT
I understand and agree that this student worker may not begin working on campus until I receive an email stating the work agreement process is complete. The key checks for the work agreement process are: 1. An I-9 form is on file in the Financial Planning Office. 2. If the student is an international student, they have been to see Joyce Pepper in the Accounting Office. I also acknowledge that a student may not work more than a total of 20 hours per week (combination of all on-campus jobs) or 40 hours per week when classes are not in session. Student workers must maintain a cumulative GPA of 2.0 or better to work on campus. Once a student has completed the graduation requirements, I will need to contact Human Resources to continue their employment. They will no longer be considered a student employee. By submitting this work agreement for approval by Human Resources, I am agreeing to these terms.
If you wish to enter additional work agreements, please check the box and click one of the three options below for the work agreement above. <input type="checkbox"/>

If you wish to enter additional work agreements, please check the box above.

Please choose one of the options below for this work agreement.

### Saving and/or Submitting a Work Agreement

Once you are directed to the submission page, you have three options for the work agreement you just entered. You can return to the previous screen to enter more information or change the information. You can save the work agreement and return

later. You can submit it for approval to Human Resources. Once the work agreement has been submitted for approval, you will not be able to access it to change any information.

If you have more than one work agreement to enter at one time, you can check the box on the submission page and you will be directed back to the page to enter work agreement information. Once you check the box, you need to click one of the three options at the bottom of the page to finish with the work agreement you just

entered. By using this check box, you will be directed back to a blank work agreement page and bypass the menu and first page with the initial link.

### **Opening a PENDING work agreement**

You are able to save the work agreement information and come back later to submit. When you click on the **Supervisor Work Agreement** link, you will see a list of previously entered work agreements with their respective statuses. If a work agreement has a status of PENDING, then you are able to access it and enter/change the information. To open the work agreement, click the button beside the work agreement and click SUBMIT. You will see the page for you to enter the student employee and position information and your previously entered information will be populated.

## **Work Agreement History**

If a work agreement has a status other than PENDING, then you will see the Work Agreement History page. This page will display all the work agreement information plus information about the status, submission and processing, if applicable.

## **Notification**

Once the work agreement has been processed you and the student will receive an email from HR with subject line “Your work agreement has been processed” that reads .....

The following work agreement has been processed into the Payroll system and the student is eligible to begin employment.

Student: Polly Ester Suit

Supervisor: Lois D. Nominator

Alternate Supervisor: Chris P. Bacon

Position ID: 999999RES09804

Position Title: IWSP Department

No further action is needed for the work agreement process.

*End of email*

A student CAN NOT begin to work before this email is received. This ensures Elon remains in legal compliance with applicable employment laws.

## **New Hire Orientation**

If you would like your student employee to attend an orientation in the Student Professional Development Center, have him/her email [ncarpenter4@elon.edu](mailto:ncarpenter4@elon.edu).

Topics covered during the orientation include University Honor Code, punctuality, schedule, absences, dress code, customer service, telephone etiquette, time entry, FERPA, workplace drug and alcohol policy, assigned tasks, focus, social media, and resignations

After you have completed the supervisor work agreement, the system will email appropriate instructions to the student employee. The system is set up to customize the email based on the student’s situation. For example, a student who worked in another office previously and has an I-9 on file receives an email that provides a subsequent step, eliminating I-9 instructions. Our offices monitor the process. There is no necessary monitoring on your part, and you will be notified if there is an issue.



If the email indicates that the student must complete an I-9 form (form verifying the identity and employment authorization of individuals hired for employment in the United States) the student will take appropriate documentation as found [here](#) to Financial Planning.

Tax forms should be returned to the Student Professional Development Center (Moseley 140).

### **Payroll Instructions**

Payroll instructions for supervisors of student employees and a payroll calendar may be found in a wiki link on the Elon website. Go to:

<https://wiki.elon.edu/display/TECH/Time%2BEntry%2Bfor%2BSupervisors%2Bof%2BStudent%2BEmployees%2B-%2BInstructions>

Student workers record hours worked bi-weekly and submit a timesheet online to the supervisor.

## **Supervising Students:**

### **Department Orientation:**

The following checklist may be helpful to supervisors in orienting new employees to your department.



### **Getting Started**

- \_\_\_\_\_ Scheduled work hours
- \_\_\_\_\_ Department's policy on attendance, tardiness, etc.
- \_\_\_\_\_ Lunch and break schedule

### **The Department Purpose**

- \_\_\_\_\_ Your division
- \_\_\_\_\_ The department
- \_\_\_\_\_ The specific unit and job

### **Introductions**

- \_\_\_\_\_ Coworkers
- \_\_\_\_\_ Department Leaders
- \_\_\_\_\_ Contacts with whom the student will frequently interact

### **Departmental Objectives**

\_\_\_\_\_Responsibilities of different units/staff members

\_\_\_\_\_How the units interact to achieve goals

\_\_\_\_\_How the student employee's job fits in

### **Departmental Policies**

\_\_\_\_\_Dress code

\_\_\_\_\_Safety procedures

\_\_\_\_\_Filing procedures

\_\_\_\_\_Use of telephones, computers, forms, office equipment

# ELON UNIVERSITY

## Student Professional Development Center

### STUDENT EMPLOYEE DEVELOPMENT AND EVALUATION PLAN

Professional development and achievement is encouraged, cultivated, and celebrated at Elon. A student employee development plan enables a student employee to understand expectations, set specific goals based on success standards, and target opportunities to meet these identified goals. The achievement of these standards and professional goals will, ultimately, benefit your department, the student, and the institution. Some suggested steps in a development and evaluation plan include

- **WORKPLACE EXPECTATION AGREEMENT**
- **PERFORMANCE EVALUATION CRITERIA REVIEW**
- **TRAINING**
- **NACE COMPETENCIES**
- **STATUS UPDATES**
- **CORRECTIVE ACTION**
- **PERFORMANCE EVALUATION**
- **PERFORMANCE EVALUATION WITH NACE COMPETENCIES**
- **CORRECTIVE ACTION AND/OR CELEBRATION**

## **WORKPLACE EXPECTATIONS**

It is recommended that department supervisors compile a list of workplace expectations for potential and/or existing student employees. The purpose of this document is to detail the expectations Elon and your department have set forth for student employees. This document should be presented and signed prior to the first day of work.

Presenting this document before beginning work allows the student to view the expectations, ask any questions, and decide whether or not s/he can comply with the list.

This document should include: dress code, office protocol, disciplinary action, and any other information that is deemed necessary for your department. When compiling this document, input should be provided by all persons who will be working directly with the student employee. Check with the department head to insure you include any departmental mandates.

A copy of the performance appraisal you will be using should be provided when the expectation agreement is signed so that the student is aware of how you will be evaluating his/her performance. Included in this manual is an Elon Student Employee Performance form located on page 25. Both the expectation form and evaluation form included here reflect Elon's values. Criteria at the end of each expectation statement correlate with the evaluation criteria. If you are not using the Elon student evaluation form, you may want to eliminate these words (evaluation criteria) at the end of each expectation.

Students are to be given the opportunity to read this document and sign if they agree with the expectations. This document should be kept in the student's employment file should it be necessary to refer back to the information listed in the agreement.

## Student Employee Workplace Expectations

Please review this list carefully and determine whether or not you will be able to comply with these expectations. Any questions or concerns regarding these expectations should be discussed at this time. Attached to this workplace expectation agreement you will find a performance evaluation. This is the evaluation that will be used to evaluate your job success. The words in parentheses after each expectation reflect performance criteria directly affected by the expectation that is described.

As a student employee in the \_\_\_\_ department, you are expected to:

### 1. **Comply with University Honor Code.**

Every member of Elon University has the right to live and learn in an atmosphere of trust and support. Responsibility for maintaining these values in our community rests with each individual member. Values that promote this atmosphere include:

- **HONESTY:** Be truthful in your academic work and in your relationships.
- **INTEGRITY:** Be trustworthy, fair and ethical.
- **RESPONSIBILITY:** Be accountable for your actions and your learning.
- **RESPECT:** Be civil. Value the dignity of each person. Honor the physical and intellectual property of others.

2. **Arrive to work on time and work as scheduled.** If you are unable to report to work during your scheduled hours, you are expected to call ahead of time and inform your supervisor. You must notify your supervisor within *one hour* of your normal starting time. If an employee is absent from work and does not call or notify the department supervisor of the absence, the employee is subject to disciplinary action up to and including termination. Your supervisor will confirm how many excused absences you are allowed before termination. As a student, your hours are limited, and your schedule is flexible. Students may work a maximum of 20 hours per week in total during the academic year (not counting academic breaks). Please note that the 20 hours per week limit is inclusive of all employment. For example, if you work 15 hours a week in one job, you may only work 5 hours a week in your second job. Students should not be scheduled to

work during their scheduled class time. (*Attendance/Punctuality, Communication, Dependability*)

3. **Plan for scheduled absences, including holiday breaks and exams.** Elon University recognizes that education is your first priority. Therefore, when planning on taking a day out of the office or during exam periods, it is important that you notify the department in advance. *(Dependability, Attendance/Punctuality)*
4. **Dress in an appropriate manner and maintain good personal hygiene while working in the office.** Check with your supervisor about dress code. Dress in a way that is not distracting or may be considered to be in poor taste. Employees should not come to work sweaty or overly perfumed. *(Contact with Public, Professional Development and Involvement, Adaptability)*
5. **Customer service is key!** You will be working with students, faculty, staff and the general public throughout the day. Be helpful at all times and answer questions to the best of your ability. Your attitude is a direct reflection of you and our office. Do your best every day. *(Position Knowledge, Quantity and Quality of Work, Adaptability, Working Relationships/Contact with the Public, Initiative, Professional Development and Involvement, Communication Skills)*
6. **Phone etiquette skills.** You will be required to act as a back-up to the receptionist and answer phone calls as they come in when necessary. You are to answer the phone in a cheerful manner always introducing yourself and the office, using the script provided. This is often the first encounter a person will have with the office and a good impression is necessary. You will receive on-the-job training regarding this specific responsibility. *(Position Knowledge, Quantity and Quality of Work, Adaptability, Working Relationships/Contact with the Public, Initiative, Professional Development and Involvement, Communication Skills)*
7. **Complete your timesheet as directed.** We want to make sure that you are being paid for the work you do as well as ensure accuracy. Falsification of time worked is grounds for dismissal. Discuss the ramifications of turning in a late time sheet with your supervisor. *(Position Knowledge, Professional Development and Involvement, Communication Skills)*
8. **Confidentiality and Family Educational Rights and Privacy Act (FERPA) compliance is expected.** Your employment will require that you deal with confidential information pertaining to fellow students. It is



unlawful for you to disclose any of this information to other students, faculty or staff. Breaching confidentiality may result in immediate termination. At no time are you to use your on-campus position to access personal university or student data for personal gain. Likewise, information you may come in contact with during the course of your employment is not to be discussed outside the workplace or used for public dissemination. Please refer to the [FERPA policy](#), detailing the federal law protecting the privacy of student education records. (*Position Knowledge, Working Relationships, Dependability*)

- 9. Work to complete assigned tasks with excellence and assist with departmental needs assigned.** You will often be given tasks that are your responsibility to complete to the best of your ability. Some tasks are time consuming or redundant, but they are a part of the daily operation of the work environment. You will need to be flexible and assist others based on department priorities. *(Position Knowledge, Quantity and Quality of Work, Adaptability, Working Relationships/Contact with the Public, Initiative, Professional Development and Involvement, Communication Skills)*
- 10. Understand the Drug and Alcohol Policy as found [here](#).** *(Position Knowledge, Working Relationships)*
- 11. Remain Focused on the job tasks.** Completing homework, use of social media outside of the job responsibilities, responding to personal email are not appropriate activities during work hours unless approved by your supervisor. *(Position Knowledge, Quantity and Quality of Work, Initiative Dependability, Professional Development and Involvement)*
- 12. Give your supervisor appropriate notification of your intent to resign.** If you have decided to leave your current position, you should give your supervisor written notice of your decision at least two weeks before your last day. Before leaving your position and receiving your final paycheck, you must return all university property acquired during your time of employment, including keys. Once the university accepts your written resignation, it is at the discretion of management to hire you again. If you decide you want to take back your resignation and would like to continue working after all, you may or may not be rehired.

If there are any specific tasks or duties of this position that you feel you cannot complete, please discuss them now.

By signing this agreement, I certify that I have read and understand the responsibilities and expectations of working in the (insert department). I also acknowledge that this information has been discussed with me and that I have had the opportunity to ask questions regarding this list and this position. I understand that if I violate any of these expectations, I may be terminated from my employment.

---

Student Signature

Date

---

Supervisor Signature

Date



## **1. TRAINING:**

Training allows the student to effectively perform his or her job and meet the goals established. As an employee's abilities increase there is a high potential that the department's performance will increase. Therefore, training has a positive correlation with a department's success. Better trained and developed employees are more motivated. Create a plan and schedule for training.

- A.** Department training
- B.** Technology training
- C.** University training

## NACE COMPETENCIES

Schedule status meetings during work hours with student employees to review expectations, success measurements, and need for additional training. Incorporate the NACE competencies in both the goal setting, status, and evaluation meetings.

The National Association of Colleges and Employers (NACE), through a task force of college career services and HR/staffing professionals, has developed a definition, based on extensive research among employers, and identified eight competencies associated with career readiness. (Details about the research are available [here](#).)

## DEFINITION OF CAREER READINESS AND COMPETENCIES

CAREER READINESS IS THE ATTAINMENT AND DEMONSTRATION OF REQUISITE COMPETENCIES THAT BROADLY PREPARE COLLEGE GRADUATES FOR A SUCCESSFUL TRANSITION INTO THE WORKPLACE.



### Critical Thinking/ Problem Solving

- Use sound reasoning to analyze issues, make decisions, and overcome problems.
- The ability to interpret knowledge, facts, and data.
- Demonstrate originality and inventiveness.



### Digital Technology

- Leverage existing digital technologies to solve problems, complete tasks, and accomplish goals.
- Demonstrate effective adaptability to new and emerging technologies.



### Professionalism/ Work Ethic

- Demonstrate personal accountability and effective work habits.
- Understand the impact of non-verbal communication
- Show integrity and ethical behavior



### Oral/Written Communications

- Articulate ideas effectively in written and oral forms to all groups.
- Use public speaking skills to express ideas to others.
- Write/edit memos, letters, and complex technical reports clearly and effectively.



### Career Management

- Articulate one's skills, strengths, knowledge, and experiences.
- Ability to navigate and explore job options.
- Understand and take action to pursue opportunities with an understanding of how to self advocate.



### Teamwork/ Collaboration

- Build collaborative relationships representing diverse cultures, races, ages, genders, religions, and viewpoints.
- Negotiate and manage conflict within a team structure.



### Leadership

- Leverage the strengths of others to achieve common goals, and use interpersonal skills to develop others.
- Use empathetic skills to motivate, organize, prioritize, and delegate work.



### Global/Intercultural Fluency

- Value diverse cultures, races, ages, genders, sexual orientations, and religions.
- Demonstrate openness, inclusiveness, sensitivity and the ability to interact respectfully with all people.

## STATUS MEETINGS AND CORRECTIVE ACTION STEPS

Schedule status meetings during work hours with student employees to review expectations, success measurements, and need for additional training. Go over the evaluation sheet, making the student aware of what s/he needs to do to be successful. Please note this is considered work time and the student should be compensated for this time.

**Student Employee Status Update form** - This worksheet provides the student employee and supervisor a tool for evaluating and/or determining if goals are being met and if new measures of success are warranted. This form is helpful to clarify how well the student is doing s and should be used at the mid-point of the semester for each student.

**Student Employee Corrective Action form**-When a student employee is not performing up to expectations and needs of the department, it is necessary to inform the student of the problem. You may find the form on page 26 a helpful tool for addressing pressing issues.

Providing feedback: Helpful tips

- Be positive- start on a positive note, expressing the facets of the job that are performed well. Explain what areas warrant improvement in a friendly way. Students usually realize that you are trying to help and are more likely to listen to what you have to say.
- Be constructive and specific- give actual examples of poor performance and what should be done to improve quality. Establish timelines for goals improvement.
- Maintain privacy-praise publicly, criticize away from others.
- Be sensitive- consider the differences in employee's aptitude, abilities and experience when determining expected level of proficiency.
- Do not feel guilty- your goal is to keep all students working at their full and most productive capacity. Failing to react to unacceptable work has detrimental effects on your department and the student.

## Tips for Giving Feedback on Unsatisfactory Performance

- Reinforce the positive.
- Collaborate with the student about solutions.
- Show mutual respect.

## Student Employee Status Update

Go over the evaluation sheet, making the student aware of what s/he needs to do to be successful.

This worksheet provides the student employee and supervisor a tool for evaluating and/or determining next steps for success.

Employee Name \_\_\_\_\_ Position Title \_\_\_\_\_

Supervisor \_\_\_\_\_ Review Date \_\_\_\_\_

**Restate goal or expectation**

---

---

**Status of goal/expectation, next steps, training and/or new deadline.**

---

---

**Restate goal or expectation**

---

---

**Status of goal/expectation, next steps, training and/or new deadline.**

---

---

**Restate goal or expectation**

---

---

**Status of goal/expectation, next steps, training and/or new deadline.**

---

---



Student Signature \_\_\_\_\_

Supervisor Signature \_\_\_\_\_

## REFLECTION USING NACE COMPETENCIES

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Think about the tasks involved with this week's responsibilities as related to the NACE competencies.

Critical Thinking/Problem Solving  
Oral/Written Communications  
Teamwork/Collaboration  
Digital Technology  
Leadership  
Professionalism/Work  
Ethic Career Management  
Global/Intercultural  
Fluency

### **Examine your tasks and experience this week in relationship to the competencies:**

In what tasks were competencies apparent?

Were any competencies utilized to reach the goal you were trying to accomplish? How?

Did you need to change your approach after new information and experiences were presented to you and how did you utilize the competencies to accommodate changes?

Did the experience differ from your initial expectations? Why or why not?

How did your understanding of the competencies inform your understanding of executing the task?

Will you/how will you articulate this experience in your future educational or career path?

### **Describe one task with detail using the STAR method, incorporating competency language.**

STAR: Situation, Task, Action, Result

## Student Employee Corrective Action Notice

Student

Name \_\_\_\_\_

Job

Title \_\_\_\_\_

Area(s) of needed improvement:

---

---

---

---

Summary of corrective action(s) to be taken:

---

---

---

---

Date to Review Progress: \_\_\_\_\_

Student Employee Comments:

---

---

---

Student Signature: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Supervisor Signature: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

*Supervisor is to retain original completed form and provide student with a copy.*



## **STUDENT EMPLOYEE PERFORMANCE EVALUATIONS:**

In practice, evaluation is an on-going process that is helpful to consider almost daily. After the student is provided expectations, initial training, goals have been established, and a status meeting held, the performance evaluation meeting is held. Because of this on-going process and because issues have been addressed, the evaluation is no surprise. This is an opportunity to acknowledge success. A formal performance evaluation form represents the culmination of your daily efforts. A student employee performance evaluation is provided on the next page of this handbook. Additional types of evaluations may include self-evaluation, surveys, and peer-to-peer evaluations.

## ELON UNIVERSITY STUDENT EMPLOYEE PERFORMANCE EVALUATION

Employee Name \_\_\_\_\_ Position Title \_\_\_\_\_

Supervisor \_\_\_\_\_ Evaluation period \_\_\_\_\_

The purpose of the performance evaluation is to provide, as objectively as possible, feedback on how the employee listed above is performing in his/her position. It allows the supervisor to acknowledge areas of strength as well as develop plans for addressing areas where improvement is needed.

**Please rate the student in the following areas, with 4 being the highest possible rating.**

**4 = Excellent:** Performance is consistently beyond expectations and is outstanding.

**3 = Commendable:** Performance consistently fulfills expectation and at times exceeds them.

**2 = Satisfactory:** Performance consistently fulfills expectations.

**1 = Needs Improvement:** Performance does not consistently meet expectations or is below expectations. Deficiencies should be addressed as noted in the performance evaluation.

<b>Position Knowledge:</b> The information concerning work duties which a staff member should know for satisfactory performance.	1	2	3	4
<b>Quantity and Quality of Work:</b> The ability to perform work duties correctly and accurately within established time frames while maintaining consistently good work quality.	1	2	3	4
<b>Attendance/Punctuality:</b> Is present for work and on time.	1	2	3	4
<b>Dependability:</b> The ability to do required tasks properly and accurately with appropriate supervision.	1	2	3	4
<b>Communication Skills:</b> The demonstrated ability to communicate effectively with others, both written and oral.	1	2	3	4
<b>Working Relationships/Contact with the Public:</b> Works cooperatively with others and represents department well.	1	2	3	4
<b>Desire to Improve:</b> Seeks and responds to feedback and/or participates in activities to improve job performance.	1	2	3	4
<b>Adaptability:</b> Willingness and ability to take on new or different tasks.	1	2	3	4
<b>Initiative:</b> Self-motivated and takes action, without prompting, to learn new things in order to achieve established goals or tasks.	1	2	3	4
<b>Overall Rating:</b>	1	2	3	4
<b>Additional Comments: (optional)</b>				

<b>Student Signature:</b>	<b>Date:</b>
---------------------------	--------------

<b>Supervisor Signature:</b>	<b>Date:</b>
----------------------------------	--------------

## ELON UNIVERSITY STUDENT EMPLOYEE PERFORMANCE EVALUATION

Employee Name \_\_\_\_\_ Position Title \_\_\_\_\_

Supervisor \_\_\_\_\_ Evaluation period \_\_\_\_\_

The purpose of the performance evaluation is to provide, as objectively as possible, feedback on how the employee listed above is performing in his/her position. It allows the supervisor to acknowledge areas of strength as well as develop plans for addressing areas where improvement is needed.

Please rate the student in the following areas, with 4 being the highest possible rating.				
4 = <b>Excellent:</b> Performance is consistently beyond expectations and is outstanding.				
3 = <b>Commendable:</b> Performance consistently fulfills expectation and at times exceeds them.				
2 = <b>Satisfactory:</b> Performance consistently fulfills expectations.				
1 = <b>Needs Improvement:</b> Performance does not consistently meet expectations or is below expectations. Deficiencies should be addressed as noted in the performance evaluation.				

<b>Position Knowledge:</b> The information concerning work duties which the employee should know for satisfactory performance.	1	2	3	4
<b>Quantity and Quality of Work:</b> The ability to perform work duties efficiently and accurately within established time frames while maintaining consistently good work quality.	1	2	3	4
<b>Attendance/Punctuality:</b> Is present for work and on time.	1	2	3	4
<b>Dependability:</b> The ability to perform required tasks properly and accurately with appropriate supervision.	1	2	3	4
<b>Communication Skills:</b> The demonstrated ability to communicate effectively with others, both written and oral.	1	2	3	4
<b>Teamwork/Collaboration:</b> Works cooperatively and collaboratively with others and represents the department well.	1	2	3	4
<b>Desire to Improve:</b> Seeks and responds to feedback and/or participates in activities to improve job performance.	1	2	3	4
<b>Intercultural awareness:</b> Demonstrates openness, inclusiveness, sensitivity, and the ability to interact respectfully with all people.	1	2	3	4
<b>Critical Thinking/ Problem Solving:</b> Uses sound reasoning to analyze issues, solve problems and make decisions	1	2	3	4
<b>Overall Rating:</b>	1	2	3	4
<b>Additional Comments: (optional)</b>				

<b>Student Signature:</b>	<b>Date:</b>
<b>Supervisor Signature:</b>	<b>Date:</b>



## **CELEBRATE SUCCESS:**

### **Short-term incentives and awards**

- Praise and recognize outstanding work in department meetings
- Provide rewards such as coupons for an employee of the week
- Create fun activity rewards for achievement.

### **National Student Employment Week: Always the second full week in April**

- Have drawings for food, gift or grocery certificates.
- Prepare certificates to distribute to student workers that read “The\_\_\_\_\_Department recognizes \_\_\_\_\_ for his/her contributions to our successful operation.
- Throw a pizza party, do-it-yourself sundae bar, sub party, BBQ for student workers.
- Prepare care packages for student workers.

## **SELFASSESSMENT AND GOAL SETTING**

Pages 29-44 provide a basic plan for development and assessment. Self-assessment and goal setting provide the student employee with an additional accountability mechanism. Self-assessment and goal setting allow an employee to clarify what exceeding expectations looks like. These two steps go beyond expectations to provide a view of success in the position and may include. This step may be included when the workplace expectation agreement is signed.

**PROFESSIONAL PROFILE (SELF-ASSESSMENT)** -A Professional Profile (Self- Assessment) form can be found on page 46.

Ask the student to list strengths and interests as delineated in the position description. Some examples include:

- I have strong telephone communication skills that align with a department that receives an average of 50 telephone inquiries/day.
- I am a biology major who has taken BIO 201 and will use the skills learned to assist students with BIO 101.

Ask the student to list areas of potential growth specific to the essential functions of your role as delineated in the position description. Some examples include:

- I want to be consistent and intentional about gathering information from callers about specific needs rather than directing callers quickly to others to solve problems.
- I want to check for understanding effectively. I want to refer callers to the appropriate staff person.
- I want to learn how to use the department scheduling system effectively, avoiding issues with overbooking or no shows.

## PROFESSIONAL PROFILE (SELF-ASSESSMENT)

**Name:**

**Position Title:**

**Date:**

**Position Description:** *(insert the position description)*

List your strengths and interests as delineated in the position description as well as specific information you have about the department. An example is:

*I have strong telephone communication skills that align with a department that receives 50 inquiries a day via the telephone.*

---

---

---

---

---

Ask the student to list areas of potential growth specific to the essential functions of your role as delineated in the position description. An example would be:

*I want to be more consistent and intentional about gathering information from callers about specific needs rather than putting the caller through to others, communicating with callers about the scholar's academic progress and growth. In past jobs, I directed callers quickly to others to solve problems.*

---

---

---

---

---



## **2. GOALS (SUPERVISOR/STUDENT EMPLOYEE COLLABORATE)**

- A.** Reference the job description and the performance evaluation criteria to pull out key responsibilities and how success will be measured.
- B.** Evaluate the student employee's daily job responsibilities and look for ways to set specific goals that arise from daily tasks.
- C.** Evaluate long-term projects and find ways to establish goals for completing various phases in certain time frames.
- D.** Consider long-range department goals and look for ways to tie into the student employee's goals.
- E.** Meet with the student employee to discuss the self-assessment. Be clear about expectations. Review the evaluation criteria and what each rating means in terms of job responsibilities, quantity of work and quality of work.
- F.** Determine three goals which a student employee will actively work on during the semester that provide ways to determine success in the areas evaluated on the performance evaluation. Goals are measurable, in writing, and have a review date. An example of a goal might be:

- Professional Goal - To limit no show appointments to three (3) per week with email reminders and telephone reminders. This goal will directly result on performance evaluation in the areas of knowledge (database system), contact with public, initiative (may need to discover additional methods to contact students), dependability, professional development, and communication skills.
- Measure: Review number of no shows per week within a month. Review date: 3/1/13.

## ELON UNIVERSITY STUDENT EMPLOYEE GOALS WORKSHEET

Employee Name \_\_\_\_\_ Position Title \_\_\_\_\_

Supervisor \_\_\_\_\_ Review Date \_\_\_\_\_

**Goal#1** –State specific goal and why it is meaningful

---

---

Concrete and measurable steps to be taken to ensure success

---

---

Progress meeting schedule, deadlines for steps, deadline for goal.

---

---

**Goal #2**–State specific goal and why it is meaningful

---

---

Concrete and measurable steps to be taken to ensure success

---

---

Progress meeting schedule, deadlines for steps, deadline for goal.

---

---

**Goal #3-** State specific goal and why it is meaningful

---

---

Concrete and measurable steps to be taken to ensure success

---

---

Progress meeting schedule, deadlines for steps, deadline for goal.

---

---

Student Employee Signature \_\_\_\_\_

Supervisor Signature \_\_\_\_\_

## **Strategies for Helping Supervisors Succeed**

The National Association of Student Employment Administrators has developed the following guidelines:

### **1. Be an Example**

Model strong work habits through efficient, dedicated work practices. Let your own approach to daily work be an example from which students can learn.

### **2. Be Flexible**

Understand that student employees are students first and employees second. Though it is important to have high standards on the job, it is also important to be flexible to accommodate academic obligations.

### **3. Communicate Expectations**

Communicate the job standards and expectations to your student employees. Don't assume these are self-evident to the students, though they may seem obvious to you.

### **4. Give Feedback Frequently**

Provide consistent and appropriate feedback to your student employees. Student employees, like all employees, benefit from feedback in job performance, providing it is communicated with a positive spirit.

### **5. Be Fair**

Supervisors who are too lenient are not doing students any favors. Student jobs are "real jobs." Treat student employees as you yourself would like to be treated in a given situation.

### **6. Train, Train, Train**

Take time to train your students in important work skills, attitude, and habits such as perseverance, time management, phone skills, quality service practices, and handling difficult situations. This is the "common sense" from which success is made.

### **7. Be a Team Player**

As a team leader, develop and nurture the unique contributions of each team member. Take a global perspective.



## **8. Give Recognition**

When you see a student "going the extra mile" or "persevering through difficult situations," acknowledge this in front of other staff and peers. People need to feel appreciated.

## **9. Share the Vision**

Have regular meetings with your student employees and inform them how their work fits into a larger purpose of the department and institution, member, purposeful work is meaningful work.

## **10. Be an Educator**

To the degree that we each contribute to the lives of others, we are all educators. Ask yourself how you can contribute to the education of your student employees.

The value of diversity at Elon provides students with an education that prepares them for an increasingly interlinked world. That's why we strive for an intellectually diverse environment with diversity of thought, diversity of history, diversity of perspectives, and diversity of background in academics and student employment.

## **Employment Policy links:**

Please read the following links that will assist you as a student employee supervisor with understanding university employment policies and employment law.

### **Family Educational Rights and Privacy Act:**

<http://www.elon.edu/e-web/students/conduct/FERPA.xhtml>

### **Equal Employment Opportunity:**

<https://www.elon.edu/docs/e-web/bft/hr/uploads/staffmanual/EqualEmploymentOpportunity.pdf>

### **Reasonable Accommodation: Student Employees with Disabilities:**

<https://www.elon.edu/docs/e-web/bft/hr/uploads/staffmanual/Reasonable%20Accommodations.pdf>

### **Discrimination and Harassment Violations:**

<http://www.elon.edu/docs/e-web/org/inclusive-community/Staff%20Policy.pdf>

### **Required Title IX Training for Those Working with A Youth Serving Organization or Programs:**

<http://www.elon.edu/e-web/students/servicelearning/titleIX.xhtml>

### **Professional Boundaries:**

<https://www.elon.edu/docs/e-web/bft/hr/uploads/staffmanual/ProfessionalBoundaries.pdf>

## **Relevant Contact Information**

### **Student Professional Development Office**

Nancy Carpenter  
2020 Campus Box  
Moseley 140  
336-278-6538  
[ncarpenter4@elon.edu](mailto:ncarpenter4@elon.edu)

### **Payroll**

Renie Thompson  
2900 Campus Box  
Business Services 137  
336-278-5284  
[rthompson8@elon.edu](mailto:rthompson8@elon.edu)

### **Human Resources**

Donna Boggs  
2070 Campus Box  
Business Services 101A  
336-278-5560  
[dboggs3@elon.edu](mailto:dboggs3@elon.edu)