

STUDENT EMPLOYMENT E N H A N C E M E N T

A campus wide-effort that seeks to promote and improve professional development and employment outcomes for University of Oregon student workers.

Welcome to Student Employment Enhancement (SEE)! The following document is a tool for achieving our goal of preparing student employees to be professionals through inclusive and learning-based mentorship and development. We, the SEE Steering Committee and SEE GTF, are here to support you as SEE Participants. We have designed this process with flexibility in mind to help you work toward Student Employment Enhancement goals, as they fit within your department. We recommend that you follow the steps below and upon completion, stay in touch with us for additional support and fun networking opportunities!

Benefits of engaging in Student Employment Enhancement (SEE):

- Supervisors develop valuable professional skills in supervision, establish a network of support among student supervisors on campus, and are able to identify how their students grow, develop, and leave ready for their profession.
- Students are trained and supported in their employment, working more effectively and efficiently for the department.
- Students have a meaningful experience that prepares them for professional opportunities after college.

Goal of SEE efforts: Promote and improve professional development and employment outcomes for University of Oregon student employees

SEE Core Strategies

- **Learning-focused:** To ensure meaningful student employment, learning should be at the core of the experience. We outline opportunities to weave in learning throughout the essentials and enhancements—for example, we recommend incorporating learning outcomes into every step of the student employment experience from position description to selection, orientation, training, and performance review.
- **Inclusive:** SEE believes in making student employment experiences and environments welcoming, personalized, and inclusive. The SEE committee recommends several ways to incorporate inclusive language and attitudes throughout recruitment, hiring, training, and performance supervision, and we are excited about constantly adding and developing new ways to do so.
- **Mentoring:** Incorporate mentorship, role modeling, and networking into supervision to support student employees by demonstrating the values, attitudes, and competencies on which the student employees will be evaluated and establishing lasting professional partnerships.

HOW TO ENHANCE YOUR STUDENT SUPERVISION PRACTICE WITH SEE:

INITIAL STEP:

To begin, attend a Leadership in Student Supervision training offered collaboratively through Human Resources and SEE. We recommend, if possible, to complete this first before proceeding with the Essentials and Enhancement checklists. Please visit http://odt.uoregon.edu/registration/course_view.php?crse_id=730 to see available training sessions and to register. You are encouraged to begin with the “Leadership in Student Supervision” course prior to attending any of the following offerings, but it is not required. SEE also currently offers these courses each term:

- “Promoting Inclusion in the Workplace through Supervision”
- “Engaging Student Employees Through Learning”
- “Creating a Mentoring-Based Partnership with Student Employees”

NEXT STEPS:

- a. S.E.E. ESSENTIALS CHECKLIST: Please complete each of the “essentials” action items on the following page. For additional support or to get clarification on any of the items, please contact SEE at uosee@uoregon.edu, or the see GTF at seegt@uoregon.edu. Specific guides and materials are available and will continue to grow and evolve at SEE’s OrgSync Portal at <https://orgsync.com/148993/profile>. Please email the SEE GTF for help in joining the portal if you have any trouble getting connected.
- b. S.E.E. ENHANCEMENTS CHECKLIST: Review and consider each of the “enhancements” action items from this resource guide. While we recommend them, not every item will work for every department. Decide what works for you and be creative! Let us know if we can support you in brainstorming, problem solving, or implementation of the enhancements. We would also love to add the enhancements you are incorporating (that are not listed here) into the checklist! This will allow us to share best practices among supervisors. Please share your enhancements and find great tools from other Student Supervisors in the “FILES” area in our OrgSync Portal: <https://orgsync.com/148993/profile>

WRAP-UP/FUTURE FOCUSED STEPS:

- a. Arrange a follow-up meeting with the SEE GTF as needed to share your feedback on this process and discuss how we can continue to support your supervision goals and practices in the long-term.
- b. Check OrgSync SEE Portal Messages for opportunities to network and share best practices with our growing community of SEE Participants. Each term, SEE will host lunch-and-learn meetings and inform participants of opportunities to serve on the SEE Steering Committee.
- c. Share your experiences with your colleagues and invite them to participate in SEE if they aren’t doing so already!

Thank you for your participation in Student Employment Enhancement!

S.E.E. ESSENTIALS CHECKLIST

Please complete each of the “essentials” action items.

Recruitment:

- Revise position descriptions for each student position to include: position summary, major and minor responsibilities, eligibility requirements, skill requirements, work schedule, pay rate (appropriate for job type), and application instructions.
- Outline required application materials and deadlines in the application form.
- Review position description and application for inclusive language and formatting, such as:
 - remove acronyms and gendered language
 - explicitly welcome underrepresented and international students to apply
 - provide recruitment materials in formats accessible for visually-impaired students
 - list a contact person for obtaining the application in alternative formats
- Post open positions in Duck Connect.

Hiring:

- Conduct interviews with top candidates, utilizing the same list of questions for all candidates. Conduct reference checks when possible.
- Evaluate and select candidates based on pre-established criteria that correlate to the position description; the most qualified candidate could be someone who shows developmental potential.
- Inform candidates who were not selected. Update Duck Connect indicating positions were filled.
- Review interview process for inclusivity. For example, hold interview in ADA accessible rooms and provide candidates interviewing with interview questions 5-10 minutes prior to the interview to review.

Orientation:

- Create a concrete orientation agenda/checklist, including giving a tour of the office and introducing student to other staff members.
- Provide department mission and core values statements (as applicable).
- Provide students an overview and/or list of department’s programs and services.

Training:

- Train students on performance expectations and share performance review process and forms that will be used.
- Follow up on orientation discussions regarding policies and procedures to ensure understanding.
- Guide students to add and reflect on their employment experience in UOAdvantage, in order to keep a detailed record of their development. (Once live for all students, currently in pilot stage.)
- Train student employees in ways that engage and prepare them. Try this sequence:
1) inform 2) show/exemplify 3) do together 4) give feedback
- Respond to students’ unique learning and multicultural needs (e.g., English as a second language, first-time worker, cultural differences), as well as their professional development goals, to cultivate their understanding and skills to meet expectations of current and future employment.

Performance Management & Review:

- Create a process for reviewing student employees’ performance. In the plan, address who will be involved, how often and when the performance reviews will happen, and why they occur. Consider approaching this with a partnership mindset. This could include a reflection process to be completed by each student employee to reflect on their achievements and areas of improvement.
- Create an evaluation template that is conversational and focuses on what is working well, what could be improved, and how improvements could be made.

S.E.E. ENHANCEMENTS CHECKLIST

Consider each of the items below. While we recommend them, not every item will work for every department. Decide what works for you and be creative! Let us know if we can support you in brainstorming, problem solving, or implementation. We encourage you to incorporate additional enhancements tailored to your own work environment. If you do, we would love to add the enhancements you are incorporating (that are not listed here) into this checklist! This will allow us to share best practices among supervisors. Please share your enhancements with uosee@uoregon.edu.

Recruitment:

- Include learning outcomes in position descriptions. If needed, develop a simplified version for posting positions so that students are not too intimidated to apply, as some students underestimate their professional potential; then, provide full position description later in the hiring process before you offering the position.
- Advertise positions to specific groups or majors with related interests or skills.
- Advertise positions to specific groups who are underrepresented in your workplace to encourage a diverse applicant pool.

Hiring:

- Create interview questions that are varied and directly relate to the desired skills for the position.
- Include current student staff in the interviews; train students on fair and effective hiring processes.

Orientation:

- Train and include lead students as mentors during orientation.

Training:

- Train students on learning outcomes necessary to be successful in their specific positions. This is a critical first step for performance management.
- Arrange trainings for students from UO experts on leadership, intercultural/multicultural awareness, professionalism, and more.
- Incorporate dialog, discussion, and training moments into daily practice to create a big picture understanding of the workplace and professional development. Students are a great resource to identify key training and development topics.
- Mentor students to understand and articulate how their current work is preparing them for future interviews, applications, and jobs.
- Train students with seniority in the workplace to train new student hires.
- Work with students to establish and achieve learning outcomes related to:
 - a) top skills employers seek (i.e., clear communication, critical thinking, creative problem solving, effective teamwork, intercultural competency; AACU, 2013; NACE, 2013)
 - b) top work values employers seek (i.e., work ethic, dependability/responsibility, positive attitude, adaptability; Internships.com, 2013).

Performance Management & Review:

- Promote and reinforce each student employee's professional competencies based on characteristics and values (see above) that employers are looking for.
- Reinforce the learning outcomes and transferrable skills stated in the job description with mini-assessments and in performance reviews.
- Conduct a final end-of-year review prior to graduation may be more formal and include: exit interview questions, a letter of recommendation, or a future focused assessment (evaluating skills against future jobs).
- As you model the workplace values, attitudes, and competencies, if you slip, openly acknowledge and discuss your own mistake. It can turn into a teachable moment for students who see it. Holding yourself accountable will teach your team to hold themselves accountable.