THIS HANDBOOK CONTAINS PRACTICAL TIPS FOR MANAGING STUDENT EMPLOYEES AND HELPING THEM GET THE MOST OUT OF THEIR STUDENT EMPLOYMENT EXPERIENCE!
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DOCUMENT PURPOSE

This handbook provides procedural guidance to help you support your student employees’ adjustment to the McGill workplace through effective onboarding.

You may not realize it, but the campus job you supervise is more than a way for student employees to make money. These jobs also help students develop important skills that will help prepare them for their future careers. By treating campus jobs as hands-on training, you are helping our student employees transition smoothly from school to the “real-world.”

We hope that your supervisory experience will be mutually beneficial; thank you for everything you do!

HOW TO USE THIS HANDBOOK

The units that employ students across Student Life and Learning (SLL) vary in terms of the specific requirements they have for their student employees, so the contents of this handbook have been generalized for educational purposes targeting a broad audience.

This handbook does not supersede any unit-level practices, union agreements or any other documentation regulating employment conditions, so there is room for interpretation. Supervisors are strongly encouraged to direct any questions or feedback they have on any material in this handbook to All Aboard Onboarding Central.
STUDENT EMPLOYMENT PHILOSOPHY

Student employees are here to learn. Their on-campus job should be a valuable part of their learning experience at McGill. Ask yourself, “How can I best contribute to this student’s education?”

WHO ARE STUDENT EMPLOYEES?

Students work in all corners of the university, such as libraries, labs, dining halls, administrative offices and athletic centers. When supervising, remember that student employees are:

• Students – first and foremost
• Individuals in transition, learning autonomy and interdependence
• Individuals discovering identity and exploring new relationships
• Individuals developing purpose and integrity
• Students are “real” employees. Many of the same employment policies apply (discrimination laws, etc.) and good management practices also apply
WORKPLACE POLICIES, RULES AND UNION INFORMATION

SLL units employ students in many types of positions that vary in terms of duties, hours per week, duration and categories of employment. Depending on the role, student employees across SLL may belong to one of the many (15+) unionized or non-unionized associations at McGill.

For student employees seeking to understand how their membership impacts their employment, it is best to refer them to their respective collective agreement, which can be found at mcgill.ca/hr/employee-relations

NOTE: In cases where the collective agreement has expired and a new collective agreement has not yet been signed, the existing collective agreement prevails until the signing of a new agreement.

As members of the McGill University community, all student employees are expected to conduct themselves according to the University’s policies that promote an environment of respect, trust and inclusion. All student employees are encouraged to review them by visiting the respective links on the next page:

McGill University is committed to addressing the reasonable accommodation needs in the workplace of employees with disabilities and to expand the accessibility of the University as a workplace for persons with disabilities.

The University is committed to addressing these needs by reasonable means of accommodation which do not impose on the University or other employees undue hardship.

The employment accommodation request is initiated by the individual employee and, as such, is designed to meet the specific needs, barriers / circumstances, working conditions of the individual employee.

For further information on the policies and procedures regarding requests for accommodations, please refer to the following website:
https://www.mcgill.ca/hr/benefits/disabilities
HARASSMENT, SEXUAL HARASSMENT, AND DISCRIMINATION

This policy aims to uphold an environment free of Harassment, Sexual Harassment and Discrimination as Prohibited by Law. Please review it at: mcgill.ca/secretariat/files/secretariat/harassment-sexual-harassment-discrimination_policy-on.pdf

SEXUAL VIOLENCE

This policy outlines McGill’s commitment to creating and sustaining a safe environment through proactive, visible, accessible and effective approaches that seek to prevent and respond to Sexual Violence. Please review it at mcgill.ca/secretariat/files/secretariat/policy_against_sexual_violence.pdf

RESPONSIBLE USE OF MCGILL INFORMATION TECHNOLOGY RESOURCES

This policy outlines the responsibilities of the University and members of the University community in the use of McGill IT Resources. Please review it: mcgill.ca/secretariat/files/secretariat/Responsible-Use-of-McGill-IT-Policy-on-the.pdf

CONFIDENTIALITY IN THE WORKPLACE

Many student employees will use a computer in some capacity for work purposes. When doing so, it is important to acknowledge that:

• McGill computers are McGill property that should always be used in an ethical, responsible and lawful manner.
• The purpose of work computers is to do work, so this needs to be respected.
• Student employees working in roles that grant access to personal and or confidential information and/or documents must sign off on the Confidentiality in the Workplace agreement.

◊ This attests a commitment to maintain the confidentiality and security of sensitive information and/or documents, as well as computer access procedures (e.g., passwords).

POLICY CONCERNING SMOKING AT MCGILL UNIVERSITY

This policy is geared to establishing a smoke-free environment in order to promote and preserve the health and well-being of all members of the University community, while allowing for the exercise of personal choice. Please review it: mcgill.ca/secretariat/files/secretariat/smoking_policy.pdf
**WORKPLACE HEALTH AND SAFETY**

Environmental Health and Safety supports the continuous improvement of a safety culture at McGill. The safety culture encompasses a healthy and safe environment achieved through everyone’s understanding of their related responsibilities and compliance with all regulatory requirements and University safety policies.

**If a student employee that you supervise is involved in a work accident, you must take the following steps:**

- **Step 1:** Report the event to your supervisor immediately

- **Step 2:** Conduct a work accident investigation along with the student, if they are fit to participate.

- **Step 3:** Have the student complete the Accident, Incident & Occupational Disease Report form at: webforms.mcgill.ca/ehs/ehs.asp?bhcp=1. Send the completed form to Environmental Health and Safety (EHS) immediately.

- **Step 4:** If you or the student believe that they require medical assistance, you should encourage them to consult a physician and provide you or their HR Advisor with a readable copy of any resulting documentation from the physician provides to you.

- **Step 5:** If the physician prescribes time off work, then you must submit promptly, to your area HR Advisor, the completed Accident, Incident & Occupational Disease Report form and all the medical documentation. The HR Advisor will send everything to Benefits who will open a claim file with CNESST (Quebec’s government body for workplace regulations, equity, health and safety).

*Note: It is preferable to complete this form online, however if you need a hard copy, please find all forms relevant to health and safety at: mcgill.ca/ehs/forms*
HIRING STEPS

Posting a Job Description

Here are some guidelines to consider when posting a job:

• Provide an accurate description of functions, responsibilities, hours, duration, etc.

• Include required qualifications

• Describe the application process

• Provide contact information

• Please verify this description with your HR Advisor, if required.

• NOTE: Student Housing and Hospitality Services (SHHS) supervisors must submit a Casual Staffing Request Form, to your HR advisors approximately 3 weeks prior to the proposed start date.

“RESPECT THE POSTING AND HIRING PROCESS INDICATED IN THE COLLECTIVE AGREEMENT, IF IT IS A UNIONIZED POSITION. THIS HELPS ENSURE CONSISTENCY AND PAY EQUITY ACROSS EMPLOYMENT GROUPS.”

For example, when posting an AMUSE position, you must use the corresponding generic job profile, title, and pay scale, which can be accessed at: mcgill.ca/hr/amuse-job-descriptions.

NOTE: These descriptions should be supplemented with as much detail as possible to help students appreciate the skills and experience that they will contribute and gain from the role.
Posting options:

• MyFuture (caps.myfuture.mcgill.ca), McGill’s career management platform for student employment opportunities.

• Work Study Program (mcgill.ca/studentaid/work-study), a subsidy incentive for on-campus employers to prioritize hiring students in financial need.

• Your unit webpage

Preparing for the Interview

• Ensure you have a copy of the candidate’s CV prior to the interview.

• Provide a copy of the job description to your candidate prior to the interview.

• Do not ask questions related to “protected categories” such as age, religion, nationality, marital status, etc.

• Do ask open-ended questions related to job functions and responsibilities (e.g., behavioural and scenario questions). For example:
  ◊ “What experience do you have with ____?”
  ◊ “What attracted you to this job?”
  ◊ “Tell me about a time when you encountered a challenge. What did you do?”
  ◊ “What project or activity would you consider your greatest accomplishment?”

• Allow for silence, the applicant should do most of the talking

• Following a successful interview, conduct a reference check, if you think the job warrants it.
Onboarding the New Hire

We have created a Supervisor’s Onboarding Checklist to help you out. Reviewing it will not only ensure important items do not fall between the cracks, but it will also make the onboarding experience that our student employees receive more consistent.

• **International Students must stop working on campus on the day they are no longer studying full time or when their study permit expires.**

For more details on this, visit: canada.ca/en/immigration-refugees-citizenship/services/study-canada/work.html

*NOTE: Consider having a staff member who is the designated “on boarder” for your unit, in case you are absent on the new hire’s first day.*

Orienting and Training

Refer the new student employee to the All Aboard Onboarding Central webpage. There, they will find resources like the:

• SLL Student Employee Onboarding Checklist, which provides a readily available list of tasks

• SLL Student Employee Handbook, which provides guidance on professional expectations, client service how-to’s, personal visitors, etc.

• Inform them of any mandatory training requirements (e.g., safety drills, etc.)

• Set up a time to jointly review their job description, explain duties and expectations

• Provide a workplace tour and make introductions to co-workers

• Assign a buddy or mentor that will answer their questions and help them navigate their new job
WORK STUDY EMPLOYEES

The Work Study Program offers students with financial need access to clerical, research, technical, library or other jobs on campus or in some of the McGill-affiliated hospitals and organizations. The program not only helps students financially but can also develop career-related skills and experience.

Did you know that?

• The University’s Work Study program has been gaining popularity since it was introduced in 1992!

• Part-time work not only helps our students pay for their educational costs without assuming more debt, but also develops soft and hard job skills.

• By participating in the program and hiring an eligible Work Study student, employers receive a wage subsidy of no less than $5.00 per hour for each hour worked (up to an established limit).

• In the most recent academic year, our Work Study students earned $3 million dollars for their part-time work in the Program. Their respective employers received $1 million in subsidy reimbursements.

• The Work Study application for students and for employers opens July 1st each academic year:
  ◊ STUDENTS are approved for participation upon demonstrating financial need via the Minerva Work Study application. To be eligible, students must also be full-time in a degree program, in satisfactory academic standing, and having applied for and taken the maximum available government aid.
  ◊ EMPLOYERS submit a “Project” application form found on our website. If approved, the employer is assigned a Project Number to be included on the student’s casual payroll requisitions, which in turn leads to the subsidy being paid out.

• Students are not placed into jobs. The Scholarships and Student Aid Office facilitates the process by posting Work Study “positions” in a distinct online space, as well as a roster of eligible students and the date period they can work.

• Employers recruit and hire students for their Work Study positions and pay an hourly wage based on the nature of work, following all respective collective agreements and HR policies.

For complete details visit [mcgill.ca/studentaid/work-study](http://mcgill.ca/studentaid/work-study)
Professional Expectations

Some important topics you should remember to address include:

- Communicating absences – how, when, to whom?
- Dress code
- Personal device use
- Security and safety (e.g., emergency exits)
- Submitting timesheets

Motivate

Your ability to motivate employees is one of the key competencies that predicts your effectiveness as a supervisor. It’s widely accepted that engaged employees who feel motivated to go the extra mile. Here are some tips on how to motivate yours:

- Provide opportunities for learning new skills
- Set and track attainable goals or targets
- Allow for student input and decision-making
- Build trust and respect
- Honour your commitments
- Model desired behaviors and work ethic
- Communicate openly and honestly (verbal and non-verbal)
- Provide performance feedback
Recognize

Employee recognition is the acknowledgement of a job well done. But, why is recognition so important? Well...

• Increases self-esteem and job satisfaction
• Leads to increased productivity
• Fewer employees quit
• It’s all connected: Appreciated employees = engaged employees.
• By providing opportunities to grow, you signal that the good work a student employee is doing does not go unnoticed. Examples include:
  • Interesting and new tasks
  • Involvement with special projects
  • “Promotion” to new duties (e.g., assisting in training new co-workers)
  • A simple thank you note “Great work on project X!”

Employee Recognition Awards

Award systems like student employee of the month programs are not only a formalized way to recognize your student employees, but they are also a resume booster for the recipient! If you have a superstar you want to recognize “for demonstrating inventiveness and compassion and for going above and beyond to help other students, McGill colleagues and members of the outside community” you can nominate them for the SLL Employee Recognition Awards for the chance to:

• Receive a $1,000 award
• Get inducted to the SLL Circle of Distinction
• Receive an official Annual SLL Employee Recognition Award
• Get honoured at a dinner reception with leadership

For nomination instructions and deadlines, visit mcgill.ca/studentlifeandlearning/staff-resources/awards
Managing Expectations

Here are some key themes to focus on when you are managing the expectations of your new hire.

- **Desired Results** - Identify what is to be done and when
- Communication – Acknowledge success
- Guidelines - Explain the relevant policies and practices
- Resources - Identify the support available to help accomplish the results (e.g., staff, budget, technical tools, etc.)
- Accountability - Set up performance standards (e.g., if someone is continuously late, explain why this is a problem)
- Consequences - Specify what will happen as a result of non-performance (e.g., may not be able to assign more interesting projects)

*:If the employee belongs to a union, consequences must be according to the terms laid out in their collective agreement.*

"**IT’S ALL CONNECTED: APPRECIATED EMPLOYEES = ENGAGED EMPLOYEES.**"
Feedback

Providing feedback is essential because it helps employees answer two concerns:

- How do you expect me to contribute?
- How am I doing?
- Supervisors who use a coaching approach view feedback as a development opportunity and regularly seize opportunities to help their employees improve.

**TIP:** *It is especially important to provide feedback early on, when the employee is within their probationary period, so they can course correct, as necessary.*

**Effective Feedback**
Good feedback needs 4 core components:

- Timely (e.g., acknowledge successes immediately)
- Specific (e.g., coach them on improvements by giving them attainable goals/tools to get there)
- Actionable
- Supportive

**Feedback Ratio**
When it comes to feedback, experts say that in general, you need to give 5 pieces of positive feedback for each 1 piece of negative feedback.

**Delivering Feedback**
When delivering feedback, it’s a best practice to ask your employees about feedback style preferences:

- How often they would like to get feedback on progress, issues, concerns, success?
- How would you like to collect this feedback?
- Do you have any learning goals and identify relevant learning opportunities?

**Asking for Feedback about your Feedback**
Make sure to ask for feedback on your feedback and ask if:

- Do you feel you are getting enough feedback?
- Is the feedback clear? Am I giving you enough details?

**Feedback DOs**

- Make time for regularly scheduled check-ins (e.g., bi-weekly, or as needed)
- Focus on specific behaviors
- Describe rather than judge
- Observations rather than inferences
- If improvement is needed, agree on a plan
HELPING STUDENTS IN DIFFICULTY

Helping a student employee in personal or employment-related difficulty can be challenging. Fortunately, help is available if you are concerned for the safety or well-being of a student or yourself. Follow these guidelines if a student employee comes to you with a serious concern, while being aware of your own boundaries and limitations:

• Key statement: “There are resources at McGill and in the community where you can go to get additional confidential support and information.”

• Provide a space where the person is able to speak freely and without interruption - consider privacy

• Use active listening skills

• Pay attention and be aware of non-verbal cues - make eye contact so you don’t seem distracted

• Withhold your reaction until they are finished – try not to interrupt

• Paraphrase or ask questions – e.g., “what I hear you saying is…”

• Ask if you got it right, then respond – e.g., “thank you for sharing this with me”

• Be transparent with what you can and cannot support someone with. If you are uncertain about how to proceed, ask for their permission to contact your HR representative.
Resources for Review


Campus Resources

**PSYCHOLOGICAL**

Emotional support and crisis intervention
- Student Wellness Hub (counsellors and psychiatrists)
- WELL Office
- SACOMSS - sacomss.org/wp/
- MORSL - mcgill.ca/morsl
- Peer Support Centre
- First People’s House

**PHYSICAL HEALTH**

Sexual assault, violence response, support and education
- Student Wellness Hub (nurses, doctors, diétitians)
- Office for Sexual Violence Response, Support and Education (OSVRSE)
- Dean of Students

**ACCOMMODATIONS**

Workplace, housing, and academic
- HR/Labour Relations
- Office for Students with Disabilities (OSD)
- Residences
- Dean of Students / Academic Advisors

**SAFETY PLANNING & REPORTING**

File a formal report or provide information on how to report.HR/Labour Relations
- Advocacy A-Branch (SACOMSS)
- Senior Equity & Inclusion Office
- Security Offices
- Harassment Assessors
- Dean of Students
- EHS
Student Services' Resources

CAMPUS LIFE & ENGAGEMENT
mcgill.ca/cle

CAREER PLANNING SERVICE
mcgill.ca/caps

FIRST PEOPLE’S HOUSE (FPH)
mcgill.ca/fph

INTERNATIONAL STUDENT SERVICES (ISS)
mcgill.ca/internationalstudents

OFFICE OF RELIGIOUS AND SPIRITUAL LIFE (MORSL)
mcgill.ca/morsl

OFFICE FOR STUDENTS WITH DISABILITIES (OSD)
mcgill.ca/osd

SCHOLARSHIPS & STUDENT (FINANCIAL) AID OFFICE (SSAO)
mcgill.ca/studentaid

STUDENT WELLNESS HUB
mcgill.ca/wellness-hub

TUTORIAL SERVICE
mcgill.ca/tutoring
Student Employment Resources

- Hiring International Student Employees: mcgill.ca/internationalstudents/work/oncampus-work
- Career Development Workshops: mcgill.ca/caps/students
- Skills21: mcgill.ca/skills21/
- Work Study Program: mcgill.ca/studentaid/work-study/postings
- HR representatives: mcgill.ca/hr/contact/unit-based-staff
- Labour Relations representatives: mcgill.ca/hr/employee-relations/contact

Supervisor Training Resources

For additional supervisor training resources, such as the ones listed below, please refer to Training workshops offered by Organizational Development. View the workshops at: mcgill.ca/od/workshops

- Working with Intergenerational Teams
- Coaching for Employee Engagement
- Difficult Conversations
Off-boarding

When it has come to the end of your student employee’s contract, it is important to make their exit as meaningful and reflective as possible. The benefits of having an “exit” discussion are twofold:

1. Student has a chance to intentionally reflect on the entire experience, which makes it more likely that they will take away some valuable lessons.

2. You get to collect feedback that can help you continuously improve the experience for future employees.

3. During such a session, you may want to ask questions such as:
   - What was most satisfying and least satisfying about your job?
   - What other duties/responsibilities might you have had to enhance your experience?
   - What other training might you have liked to receive?
   - What learning or development opportunities might you have liked?
   - What could your immediate supervisor do to improve his/her management style?
   - Future opportunities with the unit (refer to Future Opportunities Discussion)
**KEY TAKEAWAYS**

Remember that part of your role is to act as an educator as well

Try to use employment management best practices

ENJOY AND LEARN FROM YOUR STUDENT EMPLOYEES!
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