

RADFORD UNIVERSITY

Human Resources



STUDENT TOOLKIT

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Introduction

This Student Hiring Toolkit is designed to assist Radford University in the development of a successful student hiring program. This toolkit will provide information and templates designed to assist leaders to create an all-inclusive student employment program that meet the needs for their department while providing the student an opportunity to gain experience and build career competencies. Student employment is defined as a Federal Work Study, undergraduate student wage, graduate student wage or graduate assistantship.

What is Student Hiring Program?

Radford University's Student Hiring Program is a paid program that offers all enrolled students a hands-on learning experience in a particular department. Our Student Hiring Program is designed for those students who want to gain a greater understanding of a certain department, are task orientated and want to provide support wherever needed with the program start date based on the department need.

Each student will have an opportunity to apply to a specific department, where a Leader of that area will guide their day-to-day work with intentional learning goals. These goals will reflect actively on what they are learning throughout their student experience.

Benefits of the Student Hiring Program

- Offers a learning opportunity to a student who has never had employment
- Provides a more 'skills-orientated' role to allow current FTEs to focus on strategic initiatives
- Supports seasonal needs
- Brings current technology and new ideas from the classroom to the department
- Provides diversity in the department's workforce
- Provides an opportunity for mid-level staff to strengthen their management skills

Developing a Student Hiring Program

Seven-Steps to Developing a Quality Student Hiring Program

Step 1: Goals and expectations

Step 2: Opportunity plan

Step 3: Talent acquisition process

Step 4: Onboarding

Step 5: Managing the student

Step 6: Evaluate the student(s)

Step 7: Off-boarding

Step 1: Goals and expectations

What is the main goal for the department's student?

- A job description is the best way to determine the main goal(s) for the student(s)
 - Build competencies for the role
 - Competencies will align with their performance evaluation
- Look at current business activities and consider ongoing projects work that the department would like to expand or projects that need to be initiated or completed.
- Consider projects that are beneficial to the department that provide challenging learning experiences.

Who will supervise the student?

- A supervisor should be selected to train/coach to assist the student with their projects.

What will the department pay the student?

- Student employment opportunities are paid at Radford University, please engage the Budget office to determine budget availability.

Step 2: Opportunity plan

- Identify goals, objectives, time lines, competencies, workspace and a general description of the project, which will become the work plan.

Step 3: Talent Acquisition Process

- Log on to Handshake to submit and enter the job requisition with the developed job description
 - As an employer in Handshake, the format for employer name is Radford University-Your office name
- Analyze resumes
 - Review student's application(s)/resume(s) regularly for there is encouragement for the department leader to engage in conversation with all students to gain their interest
 - If the student has interest in the position, schedule a phone interview/zoom interview or onsite interview for later or continue the conversation if time allows
- The Interview-Ask Questions, Give Information and Gather Information (15 minutes)
 - Use behavioral type questions as well as open ended questions
 - Allow for questions and comments
 - Answer with transparency
 - Assess the quality of the student's questions
 - Avoid giving answers that indicate a commitment to a position

- Be prepared to answer questions about the position, expected training, company structure, company products
- Give Information about the program opportunity
- Briefly recap information about the position
- Discuss candidate's availability for the internship to ensure the department's needs are met
- Discuss any academic requirements for course credit
- Wrap-Up (1-2 minutes)
 - Close on a positive note with describing the next steps
 - Give an estimate of when the student will receive an update
 - Avoid making statements that may be interpreted as a promise of employment
- Evaluate the candidate
 - Follow a hiring matrix to align each student's qualifications to the position and ensure an equitable consistent process
 - Review the notes before the next interview
 - Be objective and base the hiring decision on the provided details from the matrix
- Follow up with all students promptly
 - Offer the position to the student of offer letter
 - Once your student has accepted, call all other students who do not match the requirements while providing relevant feedback
 - Please reference the suggested script
 - Complete a PR40 to hire the student

Step 4: Onboarding

- Sample Onboarding Outline
 - Send a detailed welcome email to your new student
 - Review organization vision and department missions
 - Give the student a feel for the organizational structure, providing an organizational chart with phone numbers, emails, and an introduction to the team
- Explain the need-to-know items
 - Parking
 - Time sheet deadline and the payroll schedule
 - Workstation, specific work dates and times along with office hours, breaks and lunches
 - Using office equipment, i.e. Copy machine, phone
 - Attendance and punctuality
 - Review any policies
 - Review the job description, results expected with an action plan
 - Identify a back-up supervisor or support person who can answer the student's questions if the supervisor is unavailable

Step 5: Managing the student

Providing a positive student experience provides a good foundation for the team connection. Using the developed work plan for the student opportunity, set up an orientation for the new student to welcome them to their new area.

Give the student the resources they need to do their job:

- A proper workstation, telephone with voicemail, computer and email account is vital to the interns' success. Point out the supply room and introduce to any appropriate team members.

Monitor the student's progress:

- Keep in mind this could be a first work experience for the student. When work is assigned making sure it is given with detailed explanation and allowing for a few extra minutes of explanation will pay off later when the intern produces work independently.
- Assist the student in setting goals for completion of various tasks, including daily, weekly and monthly goals in alignment to the career readiness competencies

Step 6: Evaluating the student

To provide a success story for the student and the department, there is encouragement to gain feedback during the evaluation process:

Evaluate the student's progress periodically and give feedback:

- Evaluations are important for the success of the student experience.
- Evaluations are encouraged to be completed once or three times during their assignment.
- During the evaluation, we encourage that there is open dialogue with the student providing feedback and/or expectations.

Couching the student and giving feedback:

- If a student is under-performing, no call/no show, poor attendance, or any other similar issue this will be an opportunity to have a deeper conversation.
- Consider having a documented verbal conversation about the performance issue
 - It is advisable that three (3) conversations take place before terminating the student
 - Consult Career and Talent Development and/or Human Resources before terminating
 - Counseling memos are an advisable format

Step 7: Off-boarding

- Exit Interview
- Submit an EPAF for separation of employment
 - EPAF FAQ
- On the last day or a few days before the students' last day conduct an exit interview
 - Exit interviews are an excellent opportunity to determine if students are leaving the organization having had a good experience.
 - Exit interviews provides valuable feedback to the leadership team for the future of the program planning.
 - Incorporate a completion of the exit checklist for your files

Frequently asked Questions

Q: Is my organization responsible for providing insurance or benefits to the students?

A: Students are short-term employees and are therefore ineligible.

Q: How many hours can the student work? Do they typically work five days a week?

A: Student schedules are flexible; students often plan their work schedules around their class schedules on campus and we advise no more than 12 hours a week for the student to stay focused on their studies.

Q: When do Students typically begin? How long do they last?

A: Students can begin applying for positions in Handshake once they have registered for classes. Student positions usually following the starting and ending dates of the academic semester.

Q: When should I post in Handshake my open position?

A: Typically, student job descriptions are posted at least 3-6 months prior to the proposed start date to allow for a one-month window for students to submit applications.

Q: What if my student doesn't align to the role? Are there rules for terminating students the same way as there are for full or part-time positions?

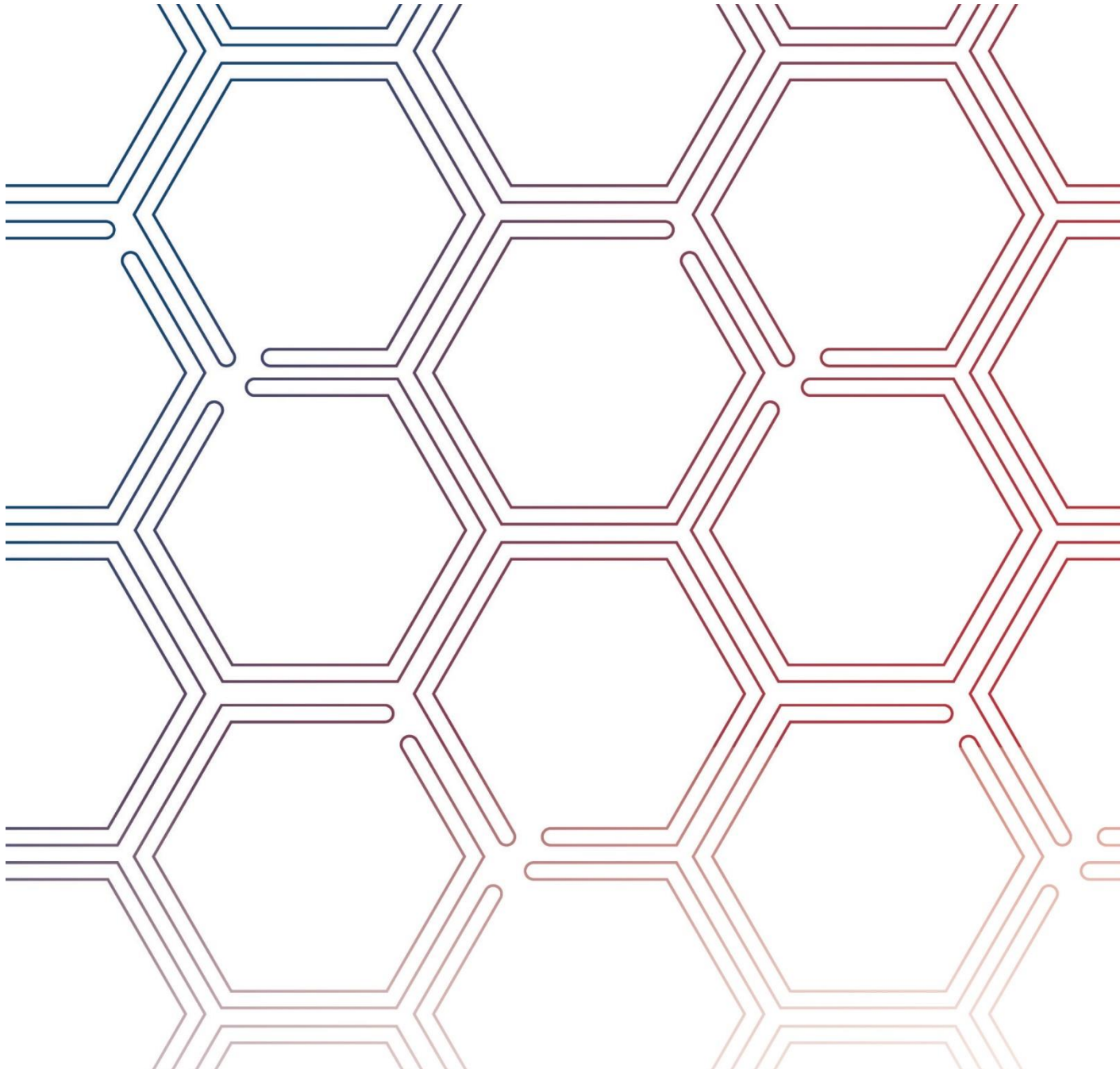
A: Students are treated as employees and therefore the same employment laws apply. Please reach out to the Human Resources department for proper guidance.

Q: When will my student get paid?

A: Please visit this website for guidance on when the student will get paid: [payroll schedule](#).

Resources

- [Job description](#)
- [Handshake](#)
- [Interview questions](#)
- [Hiring matrix](#)
- [Onsite interview invite template](#)
- [Onsite interview agenda template for the team](#)
- [Verbal offer or decline](#)
- [Offer letter](#)
- [Welcome Email](#)
- [PR40 hiring](#)
- [Payroll schedule](#)
- [Evaluation](#)
- [Counseling Memo](#)
- [EPAF](#)
- [EPAF FAQ](#)
- [Exit Interview](#)
- [Exit checklist](#)



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