



The University Corporation at Monterey Bay Student Employee Performance

Why should student employees receive performance evaluations?

Performance evaluations for student employees are an integral part to a student's individual and professional development at The University Corporation. Although performance evaluations are not mandatory, they serve as an important tool that assists student employees in further developing their skills by highlighting their strengths and constructively identifying areas for improvement.

The performance review process serves as the foundation that allows managers and employees to discuss student employees' contributions toward the achievement of departmental and University goals and objectives, clarify job expectations, ask for feedback, make suggestions, and possibly reward a student for exceeding expectations. The time spent in discussion with the employee about their performance signals to your employee that you are personally invested in their development.

Steps to Complete a Performance Evaluation

We encourage departments on campus to evaluate their student employee mid-way through the academic year and again at the end of the spring semester. To most effectively complete a student employee evaluation, follow these steps:

1. Establish a schedule for student employee evaluations.
2. Review the student employee's job description, including specific position responsibilities and requirements.
3. Using the template below, complete the paper evaluation form for a student employee.
4. Sit down with the student employee to review the completed evaluation form, constructively highlighting strengths and areas for improvement. Add additional written comments where necessary.
5. Discuss future performance goals and objectives.
6. The supervisor and student should sign their name at the end of the form in agreement of topics discussed and future goals.
7. Retain a copy of the evaluation and also give a copy of the evaluation to the student.
8. Follow up with the student 2-4 weeks post evaluation.

Points of Discussion

Although performance evaluations are a time for the supervisor to give the employee feedback, it should not be a one-sided conversation. Discussion is necessary to motivate and encourage your student to continue to grow and develop. Engage your student in conversation by asking the following questions:

- What are you learning or do you hope to learn from this position?

- As your supervisor, what can I do to help you perform better?
- What are you learning in class that you can apply here at work?
- How does this job fit in with your academics or future career path?
- What do you like about this position?
- What isn't working and how can we improve it?
- What skills or training would you like to be provided in order to be more effective in your position?

The discussion that stems from these questions should help to develop performance goals and objectives for the future.

After the Evaluation

Follow up is an important part of the overall evaluation process. To prepare for the follow up conversation, think about what type of student employee that you evaluated:

1. Is your student an outstanding employee who meets or exceeds your expectations?
 - a. Discuss professional development opportunities.
 - b. Find out what motivates the employee and how you can retain the employee.
 - c. Work with your student to see if they can be a part of any projects or office initiatives.
 - d. Give your student more responsibilities that will boost their resume.
 - e. Review progress that is being made towards goals that were established during the evaluation and give feedback.
 - f. Show appreciation for good performance. Employees like to be recognized for hard work. Saying thank you goes a long way in motivating an employee. Be specific in which accomplishment you are complementing and why it was so important to your department.
2. Is your student's work unsatisfactory and needing some improvement?
 - a. Be clear on expectations and what will happen if they are not met. If you don't meet X standards, Y will happen.
 - b. Don't bury negative feedback in between compliments because that could create a disconnect in what the employee hears.
 - c. Discuss how progress will be tracked.
 - d. Keep in mind the specific performance goals that were set during the evaluation and follow up in 2-4 weeks to see if progress is being made.
 - e. If progress is not being made, offer suggestions on how to improve.
 - f. Give feedback and ask if additional resources are needed.
 - g. Once performance has improved, and is consistent, then discuss future goals and additional responsibilities.

General Tips on Providing Effective Evaluations



- During an evaluation meeting, employers should cite examples of where the student has done well and areas where improvement is needed. If criticism is made, it should be done so in a constructive and supportive manner.
- An evaluation should be on the whole performance period, rather than the student employee's most recent performance. Focusing on the overall working period will allow an employer to more effectively evaluate an employee's long-term track.
- Do not avoid a previous evaluation if available. Previous evaluations are a great place to start the discussion, as previous evaluations gauge an employee's improvements or drawbacks.
- Student employee evaluations should not be the first-time students receive feedback from their supervisors. Dialogue should occur on a regular basis.
- Avoid focusing directly on an employee's personality. Instead, always emphasize behaviors or actions that represent the employee's personality. (For example, instead of commenting on the reliability of an employee, comment on what makes them reliable, such as their excellent attendance record, or ability to consistently complete all tasks within the assigned timeframe.)
- Avoid comparing one employee to another employee. This can cause unhealthy competition among coworkers.

Evaluation Template

Complete the form listed on <https://csumb.edu/corporation/corporation-forms/>