

# Macalester College

## Student Employee Discipline Procedures

Perhaps the most intricate and difficult personnel problems involve the handling of non-productive or ineffective employees. Be sure to detail your expectations for your student employees right from the beginning. Employers are encouraged to give positive feedback to students when warranted; however, there may be times when a student employee is not performing up to your expectations.

An important goal of the student employment program is to provide a work environment that will teach students about the responsibilities and opportunities associated with employment. Keep in mind that many students have either not worked at all, or not worked in these types of jobs before coming to Macalester. Some student employees will need helpful understanding and, sometimes, firm direction concerning their performance. Supervisors who do not administer helpful discipline are doing a disservice to the student employee. Grounds for progressive disciplinary action include, but are not limited to:

- Tardiness
- Unexcused absenteeism
- Disobedience or insubordination
- Sloppy or unclean appearance
- Carelessness or lack of attention that results in injury to property, person, or public relations
- Reluctance or failure to meet job requirements
- Unsatisfactory completion of job assignments
- Failure to work with the public or co-workers in a courteous, professional manner
- Excessive personal distractions

While it is highly preferred that an individual be subject to a disciplinary process of coaching and feedback, there may be cases where the employee's conduct results in immediate termination. Examples of such situations include, but are not limited to:

- Using, or being under the influence of drugs and/or alcohol during your work shift
- Dishonesty or theft
- Breaching confidentiality agreements
- Willful and unauthorized destruction or abuse of property
- Improper use of a timecard, falsifying hours worked
- Any act of physical violence
- Violations of the law

When disciplining students, the following procedures should be followed:

1. After talking with the student about your expectations and what specific behavior of theirs you find unacceptable, issue a **verbal warning**. Make a note for the file of the date the warning was given and a summary of the conversation you had with the student.
2. If the unacceptable behavior is repeated, supervisors should sit down with the student to either discuss the concern and document it in the form of a **first written warning**, or fill out the "Employee Discipline Action Report" (available on the student employment home page under "Forms and Information"). If the Action Report is used, the following should happen:
  - Discuss the report and action plan with the student employee.
  - The form is signed by both the supervisor and the employee so that there is a mutual understanding of the situation.

This is a departmental process. Therefore, the written warning or Action Report does not need to be sent to the Student Employment Office at this time. A copy should be maintained by both the supervisor and the student.

Regardless of the warning level, all warnings should contain the following elements:

- An explicit description of the problematic behavior or action
- A detailed explanation of the desired behavior

3. If the unacceptable conduct or action continues, a **final written warning** or “Employee Discipline Action Report” should be completed. It should be clearly stated that this is the last warning the student will receive. Further incidents of unacceptable performance after this point may result in termination.
4. If the student disciplinary procedure leads to a request for termination, the Student Employment Office will want copies of all documentation and correspondence leading up to the decision to terminate the student. If the supervisor deems termination is warranted, they should contact the Student Employment Administrator and together, a decision on the student’s employment status will be made.

If a termination occurs, the student may not work on campus again until the following semester, nor may they work additional hours at a second job they might hold in order to compensate for hours lost at the job from which they were terminated. However, they do not lose the remaining portion of their financial aid work award. The student is eligible to apply for any vacant positions for the following semester.

Supervisors and student employees alike are encouraged to consult with the Student Employment Office about serious performance problems.