Supervising Students Effectively

Center for Career Development
SUNY BROOME

As a student employee supervisor, it is important to understand both your student employees unique role and your supervision opportunity to support their career readiness and development through effective supervision

(McClellan, Creager & Savoca, 2018)

Establishing Expectations

- Have a one-on-one with your student employee within their first week to outline your role expectations. Some examples of expectations to establish are....
  - Phone Use
  - Down-time activities (homework, projects, etc)
  - Professional Dress
- **If you don't establish expectations, your student will not know what is expected of them**

One-On-One Meetings

- Ensure you, at a minimum, have a one-on-one with students the week they begin, for their evaluation mid-semester, and at the end of the semester
- Be available for your student employee to ask questions and sit down to talk to you as necessary
- If you notice issues with your student employee not meeting your expectations, this is another time you should pull them aside to discuss this

Feedback and Recognition

- Say "Thank You" for the work that your student does and recognize them when they do well!
- Ask them at the beginning of the semester how they like to be recognized and keep this in mind- everyone likes to be recognized differently
- Feedback/recognition is a key part of supervision

Effective Communication

- Communicate new programs, big events, office changes, and general updates to your student employees so they can be aware and provide accurate information to those who may visit your office
- Ensure you keep open and comfortable lines of communication open so your student employee can meet with you, email you, or call you as they have questions

Career Readiness & Reflection

- Within your students role, regardless of what their tasks are, they have an opportunity to learn about how to work in a professional setting and develop transferable skills that will help them grow in career readiness employers seek
- Start conversations about how students are applying their class learning to their position- what skills are they developing? How can they apply what they have learned in class to their role and career goals?

Student Development Impact and Considerations

Considering development theories when supervising students can grant a necessary perspective for their behavior and the best methods to respond

(McClellan, Creager & Savoca, 2018)

Student Development to Consider:
- Identity Development
- Moral Development
- Emerging Adulthood
- Ethnic and Racial Identity
- Self-Authorship

Student Development Theories

How can you use student development theory when working with your student employees?

1 **Training**
Consider the office training that exists- could you incorporate more reflective questions to encourage development? Have you considered your students perspective on topics?

2 **Supervision**
How can you give feedback, create expectations, and follow-up with your student employee in a way that aligns with their developmental mindset? Are you promoting growth through asking questions?

3 **Continuing Professional Development**
Keep your student employees thinking about skill development through continuing training beyond their initial on-boarding. This is an opportunity for them to develop essential skills and apply them to their future careers

Kholberg's Theory of Moral Development

Utilize in situations where student employees may face confusing ethical/moral situations to have difficult ethical discussions and create scenarios to review with your student employee

Level 1: Preconventional Morality
- Concern for punishment/consequence guides students choice and sense of morality

Level 2: Conventional Morality
- Students make choices based on concern for social perception and conform to peer groups

Level 3: Postconventional Morality
- Concerns involving morality are viewed through a lens that considers public, universal good

Chickering and Reisser's Seven Vectors of Identity Development

Consider how you can support your student employees within their identity development, career choices, major exploration, and more.

1. Developing intellectual physical and interpersonal competence
2. Managing emotions
3. Moving through autonomy toward interdependence
4. Developing nature interpersonal relationships
5. Establishing Identity
6. Developing Purpose
7. Developing Integrity

Your students will be working through these aspects of identity development throughout their time working with you- how can you support?

Perry's Theory of Intellectual Development

How does your student view knowledge, authority, and learning? Consider this in conjunction with projects and assignments you provide and how you can help them grow within this framework

Dualism
- Knowledge is viewed as right or wrong, good or bad- students believe authority has all answers

Multiplicity
- Exposure to new ideas will show students there are multiple views- students will still seek authorities to help them sort out right and wrong

Relativism
- Students begin to question authority and processes- understand knowledge is contextual

Commitment
- Understanding that multiple truths and perspectives can be correct and true

Bloom's Taxonomy

Consider this model when establishing projects and tasks for your student employee: what skill level do they fall at? Are they able to begin projects where they apply knowledge, or analyze information? Maybe they are even able to create something new! Challenging your student to move higher up within this model will promote development and learning.

Combining parts to make a new whole	**Create**
Judging the value of information or ideas	**Evaluate**
Breaking down information into component parts	**Analyze**
Applying the facts, rules, concepts, and ideas	**Apply**
Understanding what the facts mean	**Understand**
Recognizing and recalling facts	**Remember**

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