



How Supervisors Can Improve Morale

- ❖ Give **timely performance evaluations** and outline performance expectations.
- ❖ Give **day to day feedback and recognize** employee efforts and contributions.
- ❖ Offer opportunities for training and **resume building**.
- ❖ Allow for **flexible schedules** to accommodate class attendance.
- ❖ Provide constructive **coaching and mentoring on a regular basis**.
- ❖ **Encourage student employee involvement**, initiative and creativity.
- ❖ **Recognize employee contributions** that improve service, operations, and the work environment.
- ❖ **Find out what employees want** and seek a way to give it to them or enable them to earn it.
- ❖ **Be positive and enthusiastic** about student employees.
- ❖ **Match your employee's skills or talents to the position** as much as possible.
- ❖ **Give employees reasonable control** of their work process, environment, and decisions.
- ❖ **Allow fun** in the workplace.
- ❖ Get the word out about recognition and **feed the enthusiasm**.
- ❖ **Periodically ask** your student employees how they are doing or what could be improved.
- ❖ **Don't treat select students more favorably than others**.
- ❖ **Don't allow troublemakers** or substandard behavior to destroy morale.
- ❖ **Assign a mentor to each new employee** so that they feel connected right away.
- ❖ **Avoid recognizing only results**. Make sure students get feedback for good performance daily.
- ❖ **Recognize all contributions** - "Behind the scenes" efforts deserve equal praise.
- ❖ **Don't erase positive feedback with negative comments**. Example, "You did a great job with that customer, but..."