



READY, SET, HIRE!

Student Hiring Made Easy

A Toolkit to Hire & Inspire Students



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INTRODUCTION

Looking for ways to enhance your sport, culture and recreation programs and offerings during busy periods or for special events? What better way than to hire students looking to gain experience and make some extra money? Students bring many valuable skills and are often excited for opportunities to learn new skills, which can make them great employees! It can be challenging to find students for positions, especially if they are only with your organization for a short period of time. We compiled some tips to help break the student recruitment and hiring process down into actionable steps!

Whether you're new to hiring students or looking for a few shortcuts to make it a little easier, here are our top tips for attracting and hiring post-secondary and high school students.

About the South East Sport, Culture & Recreation District

We are the one-stop shop for sport, culture, and recreation support in South East Saskatchewan. With grants, training, and expert advice, we empower the groups that keep our communities active, creative, and connected.

Purpose

The goal of this toolkit is to provide helpful information, tips, and resources to assist with the different stages of employment for your potential student workers. In our toolkit you'll find information for different stages including:

- Planning
- Recruitment
- Onboarding
- On The Job
- End of the Season

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PLANNING

It takes time, work and planning to hire students! This will include creating a budget, searching and applying for funding to support student positions, and becoming familiar with employment standards. Students bring valuable insights and experiences and can help make meaningful contributions to your organizational goals.

Need Help Getting Started? For ideas on developing your student position and mapping your organizations strengths, weaknesses, and needs, check out the [Rural Roots Project Work Book](#).

Inclusion, Diversity, Equity, and Accessibility (IDEA)

IDEAs for Student Positions



Promote inclusion, diversity, equity and accessibility (IDEA) in your hiring practices and training for student positions. Focusing on IDEA throughout all stages helps to improve the experience of both your employees and the community members they'll be serving and interacting with. Tips and resources for IDEA will be included throughout the toolkit, just keep an eye out for the yellow star.

Organizations that Support Employees with Disabilities and Inclusive Hiring:

SaskAbilities - [Employer? Let's Collaborate](#)

The Inclusive Workplace - [For Employers](#)

Defining the Role

After you've identified your organization's needs, design a well-thought-out detailed job description for your student position. Include information on:

- Job expectations
- Essential skills and qualifications and/or what training can be provided
- Your organization's culture
- Salary expectations
- Contact details
- Location

Examples of Student Jobs in Sport, Culture & Recreation

Organizations in these sectors often rely on seasonal staff to support programs and events. These positions help provide students with opportunities to build interpersonal, organizational, and technical skills.

Common Roles Include:

- **Program Assistants** – Supporting recreation or cultural programs
- **Event Coordinators** – Helping plan and deliver community events
- **Tour Guides** – Leading visitors through cultural or heritage sites
- **Visitor Services Staff** – Greeting and assisting guests
- **Research Assistants** – Supporting program development or historical projects
- **Activity Leaders** – Facilitating sports, arts, or cultural activities
- **Heritage Interpreters** – Presenting history in engaging ways (sometimes in costume)
- **Office Support** – Handling administrative tasks and communications

Make sure to keep your job description clear and concise, check out the following [Rural Roots Tip Sheet](#) more advice on creating a job posting.

[Tips for Writing a Plain Language Job Posting](#)



Generate Interest and Attract Applicants

What will make your opportunity stand out from the rest? Consider flexibility. Even though it is summertime, students will have other obligations such as family vacations, weddings and volunteer commitments. Make note of all the benefits the job offers to potential students. Are there perks to the job such as professional development, in motion breaks, or creative projects that students can benefit from? Research similar positions to ensure your wage is competitive.

Benefits & Rewards

Even though it may only be for a short period of time, providing benefits and rewards for employees can help contribute to a positive and meaningful work experience.

Career Development

- Provide a reference letter at the end of work placement.
- Options for future positions and/or increased responsibilities

Job Training

- Provide opportunities for learning and skill development.
- Cover expenses for required training

Meaningful Work Environment

- Balanced pace, predictability, and competing priorities
- Support for active lifestyles like motion breaks & support for active commuting

Creative Solutions to Meet Your Needs:

Partnerships

Partner with a neighbouring municipality or local organization (such as a museum or library) to share a summer student position if full-time hours aren't feasible. This approach helps reduce costs and maximize resources.

Tips for Sharing a Summer Student Position

- Partner with a neighbouring municipality or local organization (e.g., museum or library) if full-time hours aren't feasible.
- Agree on cost-sharing and scheduling arrangements in advance.
- Clearly define responsibilities and supervision for each organization.
- Ensure the student's work plan meets both organizations' needs.
- Document the partnership in writing for clarity and accountability.



Hiring for a Position vs. Hiring for Hours

If you are having trouble finding one person to work 40 hours, could you hire multiple people to fill the hours you need worked instead?

Funding and Other Employment Incentives



Government of Canada -

[YESS – Youth Employment and Skills Strategy](#)

YESS is designed to support diverse youth (aged 15 to 30) become job-ready through work experience, training, skills development and wraparound supports that allow them to successfully transition into diverse sectors of the labour market.

[Canada Summer Jobs - Apply now - Canada.ca](#)

[Young Canada Works in Heritage Organizations \(employers\) - Canada.ca](#)

Community Initiatives Fund of Saskatchewan -

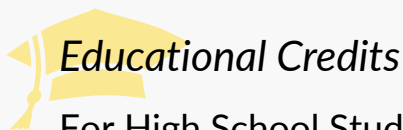
[Summer Grant Program](#)

The Summer Grant Program provides funding support to standalone summer programs that provide recreation opportunities for children and youth participants under 18 years of age

Katimavik –

[Become a Program Employer](#)

Katimavik is a national registered Canadian charitable organization dedicated to youth development, cultural understanding, and community service.



For High School Students - [Government of Saskatchewan High School Volunteerism Credit](#)

For post-secondary Students - Some Schools may offer credit programs like the

[University of Regina Arts Experience Work Experience Internship \(AWEI\)](#)

Understanding your Responsibilities as an Employer

Risk Management

Make sure you have measures in place to keep your participants and new and current employees protected and safe!

Checklist

Below is a non-exhaustive list of things to consider when you are getting ready to hire

- Confirm insurance coverage with your underwriter for all summer programs employing seasonal staff.
- Verify compliance with workplace safety regulations.
- Ensure staff training includes emergency procedures and first aid. Review all policies and procedures that the summer student needs to understand, so that they can make proper decisions and base actions on procedures (not what they think is right).
- Review transportation safety protocols for trips and off-site activities.
- Confirm background checks for all student hires.
- Prepare incident reporting and documentation process.
- Establish clear supervision ratios and responsibilities.
- Review and update liability waivers for participants.

For more information and tips check out Sask Culture's [Risk Management: Five Step Plan](#)

Policies

Review your organization's policies to ensure they are inclusive and reflect the expectations for student workers and update if needed. There may be differences in overtime, dress code, or vacation hours compared to permanent or full-time employees, creating clear documentation helps establish a clear and consistent standard.

For more information and resources visit the [South East District's Planning & Policy Page](#).

More Examples:

Sask Culture - [Human Resources Manual](#)

Community Foundations of Canada - [Policy and Procedure Template](#)

Laws and Regulations

For more on workplace health and safety, employment standards, regulations and other important information visit:

[Ministry of Labour Relations and Workplace Safety](#) | [Ministries](#) | [Government of Saskatchewan](#)

RECRUITMENT

Implement a Recruitment Strategy. Partner with local schools to post jobs or ask to do presentation to classes. Post on specific post-secondary job boards. Find Creative ways to get your job out there!

Accommodations

Offer accommodations proactively, such as mentioning them in job postings and recruitment materials. Don't wait for employees to ask—take the first step in creating an inclusive workplace.

[Active Abilities Municipal Guide for Disability Inclusion in Recreation and Physical Activity.](#)

Marketing and Outreach

In-Person Recruitment Events

This is something we think of when we think of corporate culture. But students need to know about your community and what you are bringing to the table. This could be attending a recruiting affair that occurs at universities and schools OR thinking outside the box. Can you get a table at your local arena at a game? Can you approach your library branch and host a youth night to discuss your opportunities? Or maybe reach out to a target group that is underserved.

Posting & Advertising

Job Boards:

- Government of Canada Summer Jobs
- Sask Jobs
- Saskatchewan Parks and Recreation Job Board
- Sask Culture Job Board
- Sask Sport Job Board

Get Creative! Remove Barriers!

Find program leaders by doing presentations with Student Councils. Offer paid or subsidized certification (Lifeguard, First Aid, Leadership, Play Leader, etc.) with a guaranteed job offer if candidates successfully complete the training.



Promotion

Showcase what makes your organization special and why summer staff should come work for you. Do you have some great reviews? Are you a gem in your community? Promo that in your advertising! Had a great summer student previously? Think about getting a testimonial, or even better, can you get a quick video that you can link to your socials? Word of mouth goes a long way!

- Show students what people love about you.
- Showing a thriving place that has kept on top of things sets a tone.
- People love seeing and hearing authentic experiences.

Interviewing

If a hiring manager is interviewing students who have zero work experience, the interview process should reflect that — after all, they likely have no idea what the process even looks like. Layout the steps clearly when meeting with them. And prompt them to share examples from classes or extracurricular experiences to answer questions. Since there might not be any on-the-job experience, ask them about other skills (ones learned in school, for example) that could be beneficial to the role.

Below are some sample questions from Homebase's ["Manage a Team: Your Guide to Hiring Seasonal College and High School Students"](#)

- How do you manage your time with studying and juggling multiple activities?
- How did you overcome a challenge or take initiative during a group project?
- Have you ever disagreed with an instructor about your grades or performance evaluations? What were your reasons?
- How would your favourite (and least favourite) teacher describe you?
- What has been your biggest academic achievement?
- What other job opportunities are you pursuing or plan on pursuing in the future?

ONBOARDING

Contract/Letter of Employment

The letter of employment is a legal document that provides the basis for a clear working relationship. The letter serves to promote communication, outlines the rights and responsibilities of the employee, and helps orient the new employee to the organization's working conditions and terms (Source: Sask Culture Human Resource Manual, 2026).

Checklist

What to include in your letter of employment:

- Start and end dates in the case of a term or contract position
- Salary information
- Notice period
- Probationary terms
- Directions on accepting the offer. If a criminal record check is required, make sure to include instructions
- Available benefits
- Any special conditions of work, including irregular work hours, physical demands of work, or the environmental conditions of the work (outside, remote, etc.)
- Any other needs of employees as negotiated (disclosed) during the recruitment/staffing process
- Reporting/supervision

Orientation

Set up a comprehensive orientation to introduce your workers to the organization. A great onboarding for new hires can make for a successful season and help them feel comfortable in their position.

Some possible topics to include are:

- History – A brief description of how the organization came to exist
- Mission – The goals and objectives of the organization
- People – Who works in the organization and their roles
- Supervision – Who they ask for support and get clarification from
- Logistics & Daily Routine – What tasks and responsibilities can they usually expect
- Policies & Procedures – What the operational expectations they need to follow
- Organizational Culture – What values and practices are expected during their time with your organization. Are there expectations related to dress, smoking, work relationships?



Best Practices for Inclusive Onboarding

Five best practices to help you onboard all new employees from the Inclusive Workplace

1. Set clear expectations

- Break the orientation to job tasks into small, discrete, and sequential steps
- Give the employee the “bigger picture” perspective, so they understand why they need to do a task in a specific way
- Keep instructions as exact and quantifiable as possible
- Communicate what to do if something unexpected happens.

2. Establish routines

- Provide structure and consistency, especially during the employee’s first few weeks on the job
- When possible, give the employee advance notice if you plan to change a work schedule
- Build in strategies to help employees manage unanticipated changes

3. Use visuals

- Provide information in both verbal and written formats
- Use visual supports to help the employee learn core tasks and responsibilities (checklists, icons, labels, and colour coding can help)
- Make sure you design visual supports so they are accessible and easily understood

4. Foster dialogue and exchange

- Avoid “dumping” a lot of information on the employee and then leaving them on their own
- Give the employee time to process information at their own pace
- Schedule frequent check-ins and other opportunities for the employee to clarify and summarize information you’ve shared
- Provide clear feedback and reinforcement

5. Provide supports as needed

- Communicate to the employee that accommodations (e.g., having a job coach present) are available during onboarding if needed

Meet with the employee (and their job coach, if they have one) to understand what accommodations they need.

Other Onboarding Resources:

Community Tool Box resource - [Developing Staff Orientation Programs](#)

Sask Culture - [Orientation for new employees](#)

Government of Canada - [Train New Employees](#)

Training

What information about their position is specific to that role. Create consistent training and resources that students will be able to reference for their role.

Health & Safety

As an employer you are responsible for ensuring the safety of your employees. Orientation and training are an essential part of protecting these employees, especially if you have young and/or new workers joining your organization. The orientation should cover topics related to company specific safety rules, company health, safety and wellness policies, and arrangements for any required safety, compliance, environmental, or policy and procedural training. If the employee is required to wear personal protective equipment, review the program and issue them the equipment. Review the reporting procedures.



Listen: [Health and Safety to Go – New and Young Worker Orientation](#)

Organizations:

[Canadian Centre for Occupational Health and Safety](#)

Courses:

[Canadian Centre for Occupational Health and Safety - Young and New Worker Courses](#)
[Work Safe Saskatchewan – Young and New Worker Safety Orientation](#)

Depending on the scope of the position and the tasks they may be handling consider covering some of the following training:

- First Aid and CPR Certification
- Social Services Education
- Respect in Sport for Activity Leaders
- Lift Training

Opportunities for Development

Look at different options for training your summer staff to prepare them for their roles. Who will they be interacting with? How will they be interacting with them? What skills do they need to comfortably, safely, and successfully do their job?

Consider what “Soft Skills” or “Hard Skills” might be useful for their job.

Soft Skills Examples:

- Teamwork
- Creativity
- Communication
- Empathy

Hard Skills Examples:

- Languages
- Database Management
- Marketing and Campaign Management
- Statistical Analysis

Training ABCs

The courses and training listed below are potential options for additional learning that may benefit employees. A combination of community and national organizations that offer virtual or self-paced course options have been compiled to cover a range of topics, some are free and others have a fee.

Organizations in your community, such as law enforcement, social services, fire department, or advocacy groups, might be able provide training/information more specific to your needs. Consider what values your organization holds and what information or skills might prepare them to handle tasks or situations in their position.

Communication & Customer Service

Tourism Saskatchewan - [Saskatchewan Ambassador](#)

Tourism Saskatchewan - [Service Best Online](#)

IDEA Focused

Accessibility

- Rick Hanson Foundation - [Inclusion and Accessibility Training](#)
- Tourism Saskatchewan - [Belong: Accessible Tourism Workplaces](#)

Diversity & Inclusion

- Choose Well - [Equity, Diversity, and Inclusion in Recreation Settings eCourse](#)
- Saskatchewan Intercultural Association - [Anti-Oppressive Education](#)
- Saskatchewan Intercultural Association - [Intercultural Education and Anti-Racism Services](#)

Mental Health

Canadian Centre for Occupational Health and Safety - [Being a Mindful Employee: An Orientation to Psychological Health and Safety in the Workplace](#)

Pride

Out Saskatoon - [Workshops & Training](#)

UR Pride - [Workshops & Training](#)

Safe Zone Project - [Self-Guided Foundational Safe Zone Training](#)

Reconciliation

Aboriginal Friendship Centers of Saskatchewan - [Cultural Humility Training](#)

Upstander Training

YWCA Regina - [Community Education](#)

Continued...

Program Leadership

Respect in Sport Group

SPRA - [Respect in Sport for Activity Leaders](#)

Marketing

Tourism Saskatchewan - [Marketing Saskatchewan](#)

Culture & History

- Tourism Saskatchewan – [Introduction to Storytelling](#)
- Canadian Conservation Institute and the Canadian Heritage Information Network
 - Online Learning Activities – [Various Webinars & Online Workshops](#)
 - Self-Paced Trainings in Partnership with Athabasca University
 - [Museum Collections Documentation and Data Cleaning](#)
 - [Preservation Housekeeping for Heritage Sites and Small Museums](#)

Program Leadership

SPRA training - [Play Leadership](#)

Sask Outdoors - [Outdoor Play Workshops](#)

If offering specific training sessions from the list above would be useful for your summer staff but participant numbers are a challenge, consider offering training sessions in partnership with other organizations, communities, or groups!

Buddy System!

If you have returning staff and new staff, consider creating a shadow program to help orientate and teach new staff.



ON THE JOB

Supervision and Feedback

Good supervision helps make jobs more rewarding and ensures satisfactory job performance. Be open and honest about your communication styles and preferences. Have a conversation with your student about how they like to receive feedback.

Successful Supervision Strategies

- Make sure adequate resources and support are available
- Provide guidance and direction
- Clearly defining the work requirements
- Establish task goals and target dates
- Set up check-in meetings to go over upcoming events and task progress
- Provide opportunities to problem-solve
- Recognize and encourage independent thought and action
- Recognize and support the skills and interests of student workers

(Government of Manitoba, Page 10)

For More Tips On Effective Supervision check out Sask Culture's [Staff Performance Resources](#).

Remote Work

If remote work is part of the student position you are offering, establishing a work and communication plan helps to set clear expectations and create a stronger support system. The Virtual Supervision & Communication resource from the Rural Development Network's Rural Roots work program has helpful tips to set you and your student up for success in a remote work setting.

[Virtual Supervision & Communication – A Resource from Rural Roots](#)

While this resource is geared towards remote work, the information can be useful for those looking for help with:

- Creating clear expectations for projects and deadlines
- Onboarding and reviewing existing resources
- Drafting a workplan
- Creating a communication plan
- Creating an accountability plan

Accommodations

If accommodations were established for your employee, it is important to follow up with your student workers to make sure they have what they need.

“Check in regularly to see if accommodations are working well. For example, after a new employee starts, it’s good to revisit their accommodations soon, since you never really know what you need until you begin the job. How often you check in depends on how much time you have. You could do it monthly, every six months, or whatever works best for you.”

Municipal Guide for Disability Inclusion in Recreation and Physical Activity, Page 49



END OF THE SEASON

Evaluation

Provide feedback on performance and do an exit interview at the end of the contract. Having transparent communication about job performance and getting feedback about the job experience is a benefit to both the employer and employee. It allows for improvement on both sides.

Exit Interview Tips

- Use the job description to go over performance
- Ask students to evaluate their work in each area
- Ask students if they enjoyed their work and gather feedback
- Give positive and constructive feedback
- Provide student staff members with a letter of reference

Collect testimonials from students during the exit interview to use for future job recruitment! Student feedback may also be required as part of your grant follow-up.

Retention

How can you get good students to come back?

Create a positive and meaningful work environment that people want to come back to! Offer new opportunities to learn and grow in your organization:

- Management Positions
- Additional Responsibilities
- New Training Opportunities



Staff Appreciation

Take time to celebrate the achievements of your student staff! Whether it's a team lunch, a fun activity, a social post, a parting gift, a thank you card, or a combination - showing your student staff some appreciation helps contribute to a positive work experience!

Records & Grant Follow Up

Make sure to keep accurate records and document programming related to your student position. Include timelines describing student staffing and completed projects/events. Keep the evaluation on file to use in writing future job descriptions.

The evaluation report should include information like:

- Number of students hired
- Duration of employment
- Budget
- Name of the program that funded the student hiring
- Student job descriptions and job supervisor
- Descriptions of student job and programs and events completed
- Evaluations and recommendations

(Government of Manitoba, Page 11)

If you received grant funding, make sure you are following all reporting and follow up requirements!

Additional Resources

Hiring & Training

City of Saskatoon - [Posting Summer Student Positions](#)

Community Toolbox - [Hiring and Training Key Staff of Community Organizations](#)

Government of Saskatchewan - [Hire, Train, and Manage Employees](#)

Government of Manitoba - [Guide to Employing Summer Students](#)

Lifeguarding

[Life Saving Society – Saskatchewan Branch](#)

Museums

[Hiring your Summer Student](#)

Tourism

[Tourism Destination Development Toolkit – For Rural Canadian Communities](#)

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