



Office of Financial Aid

As a Supervisor of students employed under the Federal Work-Study and College Work Opportunity Programs on the University of San Diego campus, you are in a very important position. The *Student Employment Center*, located within the Office of Financial Aid, is ready to assist you in any way it can.

President Lyndon Johnson created the Federal Work-Study Program in 1964 because he remembered how important his student employee position was to him when he attended college. It has been a very successful federal student aid program for over 50 years. Conscientious supervisors and hard-working students are responsible for its success.

This *Guide for Supervisors of USD Students Employed under the Federal Work-Study Program* contains information intended to help you meet your responsibilities and be successful in your role as a Supervisor. The Guide is updated annually. Please inform the Student Employment Coordinator, Anastasia Stabile (astabile@sandiego.edu), of any ideas you have which could assist other Supervisors, so your contributions may be considered for inclusion in this Guide.

As a Supervisor you have the opportunity to enrich student employees' college experience by guiding them in developing a strong work ethic and leadership experience that will be useful after graduation. Your work is a vital application of the University's Mission to develop ethical and responsible leaders, empowered to engage a diverse and changing world. I encourage you to contact the *Student Employment Center* when you need additional information or guidance.

Thank you for your service as a Supervisor of student employees,

Kellie Nehring
Director of Financial Aid

2020-2021 GUIDE FOR SUPERVISORS OF USD STUDENTS EMPLOYED UNDER THE FEDERAL WORK-STUDY PROGRAM

Table of Contents

COVID-19 GUIDELINES FOR FEDERAL WORK-STUDY	1
WHAT IS A STUDENT?	3
SUPERVISORS OF STUDENTS AS TEACHERS	4
USD STUDENT EMPLOYEE OF THE YEAR	5
WHAT IS FEDERAL WORK-STUDY?	7
ELIGIBLE STUDENTS	7
REQUIREMENTS FOR UNDERGRADUATE STUDENTS BEING HIRED THROUGH FWS.....	7
ELIGIBLE DEPARTMENTS	8
DEPARTMENTAL REQUIREMENTS	8
HIRING PROCESS	9
ONLINE FEDERAL WORK-STUDY JOB BOARD	9
JOB FAIR	9
WORK REFERRALS.....	9
REQUIRED STUDENT WORK FORMS.....	10
TRANSFERRING DEPARTMENTS	10
STUDENT AWARDS AND WEEKLY HOUR ALLOTMENTS.....	10
JANUARY INTERSESSION AND SUMMER SESSION.....	11
BREAKS AND MEAL PERIODS	11
MONITORING EARNINGS	11
APPEALS	12
FWS PAY RATE	12
PAID SICK LEAVE.....	13
SUPERVISOR RESPONSIBILITIES	14
STUDENT PERFORMANCE	16
DISCIPLINARY PROCEDURE	16
RECOGNIZING GOOD PERFORMANCE	16
GIVING CONSTRUCTIVE FEEDBACK.....	17
ADDITIONAL INFORMATION	18
TIME CARDS	18
SAFETY TRAINING.....	18
CONTRACTS	19
CELL PHONES	19
BIRTHDAYS	19
2020/2021 IMPORTANT FEDERAL WORK-STUDY DATES TO REMEMBER	20
TIPS FOR SUPERVISORS	21
INTERVIEWING TIPS	21
TRAINING TIPS	22
SAMPLE STUDENT EMPLOYEE CONTRACT.....	23

COVID-19 Guidelines for Federal Work-Study

Purpose: To ensure that student assistants are provided a safe work experience while earning money to support their college education. Remember to wear a mask and practice social distancing.

- In light of the campus moving to remote learning, and our goal of de-densifying the campus, supervisors should assess whether current work-study positions can be done remotely, or if they must be done on campus. While students may work on-campus beginning fall 2020, the duties and responsibilities of their position should be deemed essential by the supervisor.
- If they do require students to be on campus, supervisors will work to ensure work areas are clean and safety precautions are in place. All students and employees on campus must practice social distancing and wear a mask.
- If a **current** job can be converted to a remote position, and the student and supervisor agree to the arrangement, then a student may work remotely
 - Please note that this might include providing remote VPN access to students. Proper training on data privacy should be provided
 - Please contact [USD VPN - Information Technology Services](#)
- If a **current** job or **re-created** position will require a student to physically work on campus, supervisors should follow these guidelines.
 - Students will be afforded a workspace with the proper social distancing and adherence to the University mask policy.
 - If the job requires protective equipment, then it will be provided, and appropriate training should be provided.
 - Jobs that include custodial or janitorial tasks should be considered inappropriate for work-study students.
 - If at any time, a student feels uncomfortable performing their job responsibilities due to safety and/or concern around COVID-19, the student may contact their supervisor for guidance. The Student Employment Center can then provide guidance on how to best move forward with different job responsibilities or an appeal to the Office of Financial Aid.
- If a student is not able to secure a current FWS position or if a newly re-created one can not be provided and they rely on FWS earnings to attend USD, then the student may appeal to the Office of Financial Aid. Appeals should be sent via email to onestop@sandiego.edu.

- **Case Management**
 - Please review the following University guidelines if a student employee tests positive for COVID-19 or has been exposed to COVID-19. The supervisor should contact Human Resources for assistance and further instruction by emailing hr@sandiego.edu or calling (619) 260-4594. Human Resources will initiate the protocols.

- If a student employee has tested positive:
 - Ensure the student employee is at home resting and seeking medical guidance.
 - Provide information about county guidance and clearance.
 - Initiate contact tracing to determine who else the student employee had contact with while on campus.
 - Contact those individuals and instruct the appropriate course of action.
 - Determine if the student employee is feeling well enough to work (remotely, if possible).
 - Coordinate with Facilities to ensure proper space cleaning protocols.

- If the student employee has been exposed:
 - Speak with the student employee to conduct a COVID risk assessment questionnaire.
 - Instruct the student employee on the appropriate course of action -- could include quarantine and contact tracing.
 - Determine if exposure could have occurred on campus.

What is a Student?

A STUDENT IS...

**THE MOST IMPORTANT PERSON ON THE CAMPUS.
WITHOUT THEM THERE WOULD BE NO NEED FOR THE
UNIVERSITY.**

A STUDENT IS NOT...

... a cold enrollment statistic but
a flesh and blood human being with
feelings and emotions like our own.

...someone to be tolerated so that
we can do our thing. They are our thing.

...dependent on us. Rather, we are
dependent on them.

...an interruption of our work, but
the purpose of it. We are not doing
them a favor by serving them. They are
doing us a favor by giving us the
opportunity to do so.

Anonymous

Supervisors of Students as Teachers

(from National Student Employment Association Student Employment Essentials)

Supervisors of student workers have the opportunity to teach lessons not found in a college classroom. In the best student work programs, Supervisors understand what values may be gained through work experience, and they do their best to ensure that students understand and develop the skills and traits that will complement their academic program. Taking responsibility for a part-time job under effective supervision enhances employment options after graduation.

Work helps prepare a student for modern office culture, and promote constructive employer/employee relationships. Students express ingenuity and creativity, as they are encouraged to make improvements in their job situation. Students also develop good habits such as consistency, dependability, cooperation, tact and poise, and learn responsibility through meeting work schedules and quality requirements. They are often able to find jobs that relate to their academic subjects, which further foster new interests and abilities.

Supervisors, then, have two responsibilities: concern for the development of the student as a worker, and also for the worker as a student. The best supervisors treat their student workers as individuals, and understand that student workers have other interests and responsibilities. They make the work of the student seem interesting, significant, and worthwhile to both supervisor and student.

Note: USD refers to students who work as Student Assistants (not student workers).

USD Student Employee of the Year

Each February the *Student Employment Center (SEC)* asks Supervisors to nominate outstanding student employees for the honor of ***USD Student Employee of the Year***.

Any undergraduate USD student employee may be eligible for nomination as long as that person has worked for the same Supervisor for at least six months on a part-time basis or three months full-time. Awards are not limited to Federal Work-Study employees. The student selected as *USD Student Employee of the Year* will receive a certificate at the *USD Honors Convocation* in May and will be entered into the competition for the *California Student Employee of the Year*. That student is entered into the competition with outstanding student employees from the 12 other states in the Western Region to be considered for the *Western Regional Outstanding Student Employee of the Year*. A *National Student Employee of the Year* is selected from the four Regional title holders.

Listed below are students who have received the honor of being chosen ***USD Student Employee of the Year***:

Academic Year	Student Employee	USD Department
1989/90	Peter Ditzhazy*	Student Affairs
1990/91	Barbara Henscheid**	Biology
1991/92	Jack Guntley	Academic Computing
	Jaime Freeman	Hahn University Center and Housing
1992/93	Pam Malone	Manchester Child Development Center
1993/94	Geoff Schmitz	Outdoor Adventures
1994/95	Ryan Sweeney**	Housing
1995/96	Tracey Eizonas	University Relations
1996/97	Jeffrey Tysor	Hahn University Center
1997/98	Kristine Jaramillo	College of Arts and Sciences
1998/99	Ruby Aceves	Housing
1999/00	Michael Lamarre**	Human Resources
2000/01	Rasheed Behrooznia	Academic Computing
	Gioconda Brunetti	Academic Computing
2001/02	Susan Turner	Community Service-Learning
2002/03	Andrew Ganse	University Ministry
2003/04	Alejandro Castro	Jenny Craig Pavilion
2004/05	Kristopher Carter**	Summer Conference Services
2005/06	Joanna Kinsey	Chemistry
2006/07	Jennifer Howard	TRIO: Upward Bound
2007/08	Raffaella Abbriano	Marine and Environmental Sciences
2008/09	Maria Nguyen	School of Business
2009/10	Stephanie Roadarmel	Chemistry/Biochemistry
2010/11	Mou Riiny	Copley Library
2011/12	Anna Sczcubelek**	Mission Fitness Center
2012/13	Eirene Rocha	University Ministry
2013/14	Cassandra Dela Rojo	Counseling Center
2014/15	Sloane Smith	Residential Life Administration
2015/16	Amanda Hernandez	Human Resources

USD Student Employee of the Year (Continued)

Academic Year	Student Employee	USD Department
2016/17	Cristina Ramos	Communication Studies
2017/18	Karen Ovadia	Mulvaney Center (CASA)
2018/19	Ankit Shah	Copley Library
2019/20	Tyler Arden	The Brink SBDC

*State and Regional Winner

**State Winner

What is Federal Work-Study?

The Federal Work-Study (FWS) Program is a federally funded, need-based student employment program. Institutions share in the cost of the wages paid. USD supplements the federal share of each student employee's wages. Students eligible for FWS who work in departments that do not meet federal requirements, and those who work during summer, are paid through College Work Opportunity (CWO), funded 100% by USD.

Eligible Students

To be employed under FWS, students must apply for financial aid by completing and submitting the Free Application for Federal Student Aid (<https://studentaid.ed.gov/sa/fafsa>) and receive FWS as part of their Financial Aid Award. Students should submit the FAFSA each year beginning October 1 to apply for FWS and other financial aid programs for the upcoming academic year. The Priority Deadline is March 2. Students who apply after the Priority Deadline are considered late applicants. Late applicants are considered for funding, but it is not assured. Maintaining eligibility for FWS is often very dependent on the student's timely response to requests for additional information. Students unsure of the application process should direct their questions to the *Student Employment Center* (usdsec@sandiego.edu). **Quick reference check-lists have been provided below for the processes that students need to complete to receive a Federal Work-Study award.** *Please note: students may not have two FWS assignments concurrently.*

Requirements for Undergraduate Students Being Hired through FWS

- **Complete and submit the FAFSA by the USD priority deadline: March 2nd.**
- **Accept Federal Work-Study online** as part of the student's Financial Aid Award on the MySanDiego portal (students will be notified through their USD email when their awards are available to view)
- **Complete and return the Undergraduate FWS/CWO Request Form** (available through the Financial Aid Requirements section of the MySanDiego portal).
 - Must be completed electronically within three weeks of the date of notification that the Financial Aid Award is available, or students risk cancellation of their Federal Work-Study award.
- **Pick up the USD Student Work Referral**
 - **New students only:** In addition to the requirements above, students being employed at USD for the first time (or have not worked on campus within the last 12 months) must successfully complete a background check.
 - Effective July 1, 2012, all first-time student employees at the University of San Diego must complete a background check before the offer of employment is finalized. Once a student secures a Federal Work-Study position, they will receive an email through their USD email account directing them to the online portal maintained by USD's background screening vendor, Truescreen, Inc. Students will need to create their secure account, sign in and follow the online instructions to authorize their background check. They may apply for positions, but may not begin working, before completion of their background check. Questions regarding the background check should be directed to the USD Office of Human Resources (619-260-4594).

- Complete new employee forms (USD Confidential Employee Data Form, USCIS Form I-9, IRS Form W-4, Form DE4, and USD Notice to Employee Form).
- **Continuing Students (Returning to your Department)**
 - The Student Employment Center will provide you with the Federal Work-Study Work Referrals for the students listed on the **Returning Students List** Google Form. This form is distributed during the summer.
- **Return referral, signed by both student and the Timecard Supervisor to the Student Employment Center via email (usdsec@sandiego.edu) **BEFORE** the student's first day of work.** The Student Employment Center will reply to the email, serving as authorization that your student may begin working.

As a Supervisor, it is **important to understand that a student's eligibility may change** from year to year. As a student's family's financial circumstances change, so might the student's eligibility. Eligibility for FWS is not guaranteed from year to year, and may also change within the year. It is the student's responsibility to notify their Supervisor of a change to their FWS award. However, in most cases, the Student Employment Advisor will notify the Supervisor by email of any changes in the FWS awards for students working in their area.

Eligible Departments

Most departments at USD, and other approved non-profit off-campus agencies, may utilize FWS student assistants. All students working under FWS are considered employees of the University of San Diego and must follow the regulations, policies and procedures established by USD and the state and federal governments.

USD departments must have an approved budget line for FWS employees in order to hire students working through FWS. The budget allocation and notification process occurs in late spring each year. In general, budgets are determined based on the amount of federal funds allocated and the department's utilization rate of FWS funds for the previous year. Unusual circumstances resulting in a **request for budget increases should be submitted to the SEC by mid-March each year.**

The SEC directs all requests, needs and concerns to the Director of Financial Aid, who finalizes all budget determinations. **Please note:** if additional funds are not allocated to USD by the U.S. Department of Education, then requests for increases may not be granted. FWS Program funding may also change from year to year.

Departmental Requirements

All departments hiring students through FWS must submit the following information to the SEC each year before the start of the Fall semester:

- **FWS Job Description Forms for each type of position and pay level (A, B, C, D, and G)** in the department.
- **Supervisor Agreement** forms for each member of staff within the department who will have direct supervision of FWS Student Assistants. A student's direct supervisor will have the primary responsibility for directing the student's work. The supervisor may be a full or part-time employee of USD, and will have responsibility for verifying the hours worked each pay period and signing the student's time card. Different Supervisor Agreement forms exist for on-campus and off-campus Supervisors.
- **Departmental Information Form**

By federal law, FWS Student Assistants may not

- work in the construction, operation, or maintenance of any part of a facility used for religious worship or sectarian instruction,
- be used to replace a full-time staff position, or
- work during their regularly scheduled class time

In addition, employers may **not** accept voluntary services from any paid FWS Student Assistant. Students working through FWS must be paid for all hours worked. If the student's full FWS award has been earned, any hours worked beyond those covered by the award must be paid by the department. FWS employment may not include work connected with an institution's non-related revenue-generating activities.

Hiring Process

As a departmental FWS Supervisor, you will interview and hire your FWS Student Assistant staff. The departmental budget and the number of students permitted to be hired will be communicated to each department during the summer, usually in June. The budget established for each department is for twelve months, starting in July. One consideration for academic year budgets is determining the projected need for summer student assistance in the department. The hiring of student assistants for the academic year may not utilize the full departmental budget, as the overall allocation may include funding for summer.

All FWS award recipients are to submit a *Student FWS/CWO Request Form* to the SEC within 3 weeks of receiving their Financial Aid Award. This form notifies the SEC of the student's acceptance of the Federal Work-Study Award and provides information about the student's departmental preferences.

Online Federal Work-Study Job Board

The SEC will list open FWS/CWO positions on the Student Employment page of the USD website around the first week of August. The Job Board will allow students to apply for positions prior to the start of school, so they may complete all of the steps in the hiring process and be able to begin working closer to the start of the semester.

Job Fair

The SEC sponsors a *FWS Job Fair* each year at the beginning of the fall semester. The *Job Fair* is usually held in Forum A/B in the Hahn University Center. For the 2020/2021 Academic Year, the FWS Job Fair will be held remotely. Students who have been awarded Federal Work-Study have the opportunity to meet representatives of departments that are currently hiring.

Work Referrals

The SEC will have a *USD Student Work Referral* form for each FWS recipient. The *Work Referral* will include the student's name, ID number, the department in which they will be working, the amount of their FWS/CWO award, and their hourly pay rate. **All students must return the completed Federal Work-Study Work Referral to the SEC via email (usdsec@sandiego.edu) before they begin working.** This form must be signed by the student and the Supervisor who will be approving the student's timecard.

After the student and the Supervisor have signed the *USD Student Work Referral*, Supervisors should keep a copy for the department's records. A copy will be provided for the student by SEC, if requested.

VERY IMPORTANT: Students may not work prior to the first day of class, August 17, 2020. Students will not be paid until their work referral and any additional required information has been received by the SEC. In addition, students must have all Financial Aid Requirements completed and processed. Please have students contact the Office of Financial Aid (onestop@sandiego.edu) with any questions regarding their Financial Aid.

Required Student Work Forms

To meet federal and institutional requirements, the following steps must be completed before a student may begin to work or be paid at USD:

1. Successful completion of a background check
2. Completed new employee forms submitted to the SEC
3. *USD Student Work Referral*, signed by student and supervisor, submitted to the SEC
4. USD FWS Student Employment Authorization email from the SEC

Students may not begin work until all of the requirements listed above have been submitted to the SEC. Any work performed before the process is completed must be paid for by your department.

Transferring Departments

This **may** be a possibility. Because job openings are limited, the SEC would like to negotiate any problems that may be present before the job transfer request is initiated.

In most cases, it is best to transfer to a new department at the end of a semester. This provides the student with expanded opportunities for a new job and will cause the least disruption for the department. To transfer departments a student **MUST** complete the *Federal Work-Study Department Transfer Form*, available at the SEC. The form will require signatures from the current Supervisor, potential new Supervisor, and the SEC. The student must also give a minimum two week notice to their current department.

Student Awards and Weekly Hour Allotments

Undergraduate students may receive a Federal Work-Study award of up to **\$4,400** for an academic year. The actual amount may vary depending on each student's federal financial aid eligibility. The award amount divided by the pay rate and the number of weeks in the semester provides the maximum number of hours per week a student may work. In general, students should work no more than 10-12 hours per week to spread their award throughout the fall and spring semesters. During the fall and spring semesters, **USD policy prohibits** students from working more than **25** hours per week. The SEC recommends students work no more than 20 hours per week to promote academic success. During periods of non-enrollment, students may work more than these indicated hours per week, but should never work more than **8** hours a day and no more than **40 hours** per week. FWS Student Assistants should **never be in an "overtime" status.**

January Intersession and Summer Session

Students may be eligible to work during Intersession and Summer Session. For each session, a student must complete the *Federal Work-Study Intersession Application* or the *Summer College Work Opportunity Application*, available on the Financial Aid website and MySanDiego Portal. The Student Assistant will need to complete the special session *Work Referral* and return it to the SEC, signed by student and Supervisor, **before** their first day of work.

To be eligible for Intersession employment, a student must have worked during the fall semester (exceptions may be granted to students who were studying abroad) and not plan to graduate at the end of Intersession. Summer College Work Opportunity requires students to have Federal Work-Study eligibility for either the prior academic year or the upcoming academic year and to be enrolled during the upcoming fall semester. Funding levels will dictate if additional criteria will be used in selecting eligible students.

Students will not be awarded additional funds for Intersession; they work off any unused hours from the fall semester. For summer sessions, students may receive an additional award based on available university employment funds.

Breaks and Meal Periods

Rest breaks under California labor law are required for non-exempt employees who work four (4) or more hours in a day. Employees are entitled to ten (10) minutes of paid rest period for each four (4) hours, or substantial fraction thereof, that they work in a day. Students do not need to clock out on their time card for this break. **All employees are prohibited from working more than 5 hours without a 30-minute unpaid meal period.** During meal periods, employees must be relieved of all duties.

Exception: If the workday will conclude in 6 hours, the meal period may be waived by mutual consent of the employer and employee. The required form must be forwarded to Payroll before the end of the pay period (http://www.sandiego.edu/finance/documents/meal_break_waiver.pdf).

Monitoring Earnings

Supervisors must monitor student earnings against their total FWS award and ensure that students do not earn more than their semester award, even if they have been awarded for the full academic year. It is recommended that supervisors use Kronos to run reports to track student hours worked and compare with their own records. You can multiply the number of hours worked by the student pay rate to calculate student earnings. Another supervisor tool is the wage tracker spreadsheet provided by the *Student Employment Center*.

Budget Managers in each department also have access to the Noetix reports that shows a department's total expenditures including wages. Supervisors can work with their budget managers to track student wages.

Appeals

Students earning their award before the end of the academic period may submit an appeal for an increase in the FWS award, or their FWS job will be closed when the full award has been earned. Factors contributing to the approval of an appeal include whether or not there is room for the increase in the student's financial aid award and whether sufficient funds remain in the FWS budget to support the increase. **Any hours worked beyond the student's award will be charged to the department (unless an appeal has been granted). Any hours worked beyond the fall semester award will be charged to the department if the student does not return for the spring semester.**

Payroll will send an automated email to the timecard supervisor to notify them that the student has less than \$500 in available earnings. Due to this automated process, the Student Employment Center will **no longer** be notifying supervisors when their students are nearing their maximum FWS allotment. It is still strongly encouraged that Supervisors keep their own record of students' earnings.

Students are **not** required to work all the hours indicated on the *Work Referral* form. Due to class schedules and other activities they may choose not to earn their full award. At the end of the spring semester, all unused funds are returned to the general Federal Work-Study fund. Funds **cannot** be rolled over into the next academic year.

FWS Pay Rate

All USD Federal Work-Study employees are assigned a pay rate of \$13.00 per hour**. This is considered job classification "A". For 2020/2021, "B" classified jobs will be paid \$13.00, "C" classified jobs will be \$13.50, and "D" classified jobs will be \$14.00. Level "G" is reserved for Graduate Student Assistants. Some jobs may require a higher level or skills and/or responsibilities. In these situations, Supervisors may request a higher job classification for a student.

Level "C" is reserved for students with supervisory roles and increased responsibilities. **Level "D"** is reserved for students who have specialized training, experience, and skills (for example, a certification to teach a yoga class). **Promotions to the Level "D" pay rate must be approved by the Student Employment Center.**

** The City of San Diego Minimum Wage will increase to \$14.00 per hour, effective January 1, 2021. Please review the tables below for additional information.

Promotion to higher pay levels is not based on the length of service, but on supervisory assessment that the student is capable of the increased responsibilities and tasks of the higher classification. Since the work performed at the higher levels will be different than in an entry level job, separate job descriptions are necessary for each job classification used within a hiring department. Requests to move a student to a "C" or "D" level without the appropriate job description on file with the SEC will not be honored.

Please contact the SEC if you are unsure about the classification of jobs in your department.

Federal Work-Study Pay Levels

(until December 31, 2020)

Pay Level	Pay Rate	Notes
A	\$13.00	Entry-Level Work/First-Year Students
B	\$13.00	
C	\$13.50	Students with Supervisory Roles & increased responsibilities
D	\$14.00	Students with specialized training/certifications
G	\$15.00	Graduate Students Only

Federal Work-Study Pay Levels

(effective January 1, 2021)

Pay Level	Pay Rate	Notes
A	\$14.00	Entry-Level Work/First-Year Students
B	\$14.00	
C	\$14.50	Students with Supervisory Roles & increased responsibilities
D	\$15.00	Students with specialized training/certifications
G	\$16.00	Graduate Students Only

To request an increase in your student assistant's pay, please complete an Electronic Department Action Form (EDAF). Instructions on how to submit an EDAF can be found at the following link:

<https://drive.google.com/file/d/0B568myHeqclUYkY3T0Y0YV85U28/view?usp=sharing>. Please include an explanation/justification for the increase.

Paid Sick Leave

Effective July 1, 2015, all USD Federal Work-Study employees are eligible to receive paid sick leave under the California paid sick leave law (AB 1522). USD Policy 3.9.3 states that student employees will accrue one (1) hour of sick leave for every thirty (30) hours worked. Please visit the USD Policy Manual (<http://www.sandiego.edu/legal/policies/>) for additional information.

Supervisor Responsibilities

One of the challenging aspects of FWS supervision is balancing the special needs of students as employees with ongoing departmental work needs. Supervisors need to be flexible with student work schedules, particularly during exams and extra-curricular activities. We must always remember that a student's primary purpose for being at USD is their education.

At the same time, it is important that students treat their FWS job as a real job. This attitude must be fostered by USD Supervisors. It is very important that you, as their Supervisor ensure that they always have work to do.

One misconception with the Federal Work-Study Program is that students should be allowed to "study while working". This is not the objective of the program; students should not be paid for studying. Ideally, the work a student performs will have either a direct or indirect educational value, but that does not mean students should be paid to study.

With proper planning, all FWS Student Assistants will have tasks to complete when they work. One suggestion is to maintain a list of tasks with low priority that always needs to be done. The student can find work from this list when higher priority tasks and day-to-day functions are accomplished. If you find there is absolutely no work, it is acceptable to release a student for the day. This should not happen regularly, however. If a student continually has no work, let the *SEC* know so we may reassign the student.

There are some additional guidelines that are important to keep in mind when supervising FWS Student Assistants:

1. If your student employees need to access student academic records, they must complete the **Family Educational Rights and Privacy Act (FERPA) training** through USD's third-party training vendor, LawRoom. An email will be sent to the student, and they may access the training online using their USDOne login credentials. Please contact Human Resources to request FERPA training for your Student Assistant.
2. Provide adequate training for the job. It is your job to ease the student into increased levels of responsibility as the training progresses. Keep the student informed of any procedural, scheduling, or working condition changes. Make employment expectations clear. **Your training program should always include safety training specific for your department.** Please review the section in this guide on Safety Training found on page 18.
3. Communicate internal office policies to students to ensure all employees understand the office rules.
4. **Give directions to your Student Assistants. Do not assume they understand the required tasks, duties, and responsibilities.** Although USD students bring many skills and talents with them, many have not worked in this type of setting before. Make your expectations clear and establish a set work schedule for each student including hours and days of the week; clarify from the beginning how deviations from the established schedule will be handled and how they are to be communicated to you.

5. **Check timecards for accuracy and make sure they are electronically submitted to payroll on time.** Please be sure wages are entered in the correct project. This is important if a student has multiple jobs on campus (FWS and a causal position). As a supervisor you can correct an entry by transferring hours. This is important so that your department is not incorrectly charged for work done by your student in another department. Please see the special section on time cards in this Guide.
6. **Know the starting and ending dates for employment.** These will coincide with the school's academic time periods and the student's FWS award. Students should not work for time periods other than their award indicates. Please see the "Important Federal Work-Study Dates to Remember" found on page 20 of this guide.
7. Be sensitive to the cultural differences of USD students. It is important to avoid cultural biases regarding students of diverse ethnic and cultural backgrounds (for example, assuming that students from a particular ethnic background have better math than verbal skills). Each student is unique and will bring different strengths to a job.
8. Be mindful of gender biases in the workplace. For example, do not assume that an individual can or cannot complete a task solely based on their gender.
9. Correct any inappropriate behavior as soon as possible.
10. **Complete mid-year and end-of-year FWS employee evaluations.** These forms are critical to awarding FWS and for job assignments for the succeeding year. These forms should be reviewed with and signed by the student. Some points to remember when evaluating student employees:
 - There should be no surprises. Do not bring up any issues or behaviors that have not been discussed before.
 - Ask for feedback from all staff members/Supervisors the student has worked with.
 - Focus on learning and development.
 - Create a safe environment in which the student may learn from mistakes. Help the student learn by celebrating their successes as well as reviewing mistakes made.
 - Collect examples of the student's work performance and progress throughout the semester and keep it in a file. Also, note any major achievements and accomplishments. Waiting until the last minute to collect this information will result in forgetting many things you may have wanted to include on the evaluation.

Student Performance

This can be a difficult area of supervision. As USD student Supervisors, we want to be sensitive to student issues. However, we must realize that the students are employees and certain expectations must be met. A three step disciplinary approach is recommended.

Disciplinary Procedure

1. Initiate a **verbal discussion** with the student outlining the problem areas needing to be changed. Clarify your expectations and a time frame for change to occur. Inquire about conflicting problems or commitments that may be affecting performance. Renegotiate the work schedule if necessary. Please feel free to contact the *SEC* Coordinator for consultation if desired.
2. If the job performance does not improve within the specified time frame as discussed, a **written warning** is warranted. This memo to the student from the Supervisor should outline the job performance problem(s), should reference the prior verbal discussion(s), and indicate that if the desired improvement does not occur the student will be removed from employment in that department. Please send a copy of this memo to the *Student Employment Center*, and reference in the text that the Student Employment Coordinator is being notified.
3. **Removal:** If the problem(s) persist(s), the student can be removed from the department and referred back to the SEC for possible reassignment. The *SEC* Coordinator will work with the department to find a new Student Assistant for the position. The student being reassigned will need to meet with the SEC Coordinator to determine if this is possible. Please put the termination in writing and send a copy to the *SEC*.

Any serious breach of conduct or cases involving fraudulent time cards must be referred to the Student Employment Coordinator immediately. This type of behavior typically results in immediate termination from the FWS program for the remainder of the student's academic career at USD and may include referral of the case to the U.S. Department of Education and the Office of the Inspector General.

Recognizing Good Performance

The three main situations in which it is appropriate to recognize good performance are:

1. The student performed "above and beyond the call of duty."
2. The student has been consistently competent and diligent in their job performance for an extended period of time.
3. The student has dramatically improved their job performance.

Giving recognition for performance should be done following some basic guidelines to maximize the impact of the recognition itself. It will serve to motivate all student assistants in the department and assist students in developing a sense of pride in a job well done.

1. **Timely:** For extraordinary performance situations, recognition should be given as soon as possible after the performance takes place. The closer the recognition is to the event, the easier it is for the student to remember what they did.
2. **Specific:** Target the recognition to specific behaviors. This allows the student to know exactly what they did that resulted in positive reinforcement.
3. **Sincere:** Let the student know you really mean it when you recognize their accomplishments. Insincere comments are meaningless to students and will result in the student disregarding any future recognition.
4. **Individual:** Direct recognition to specific individuals. Even when a group has worked together to accomplish a task, continue to acknowledge individuals in the group who did something specific or performed at a higher level than the other group members. This lets the student know you are aware of exactly how much effort they put into the task.
5. **Personal:** Tailor the recognition to the student. For example, introverted students may not appreciate praise in the presence of a large group, while extroverted students may not appreciate praise that is conducted in private.
6. **Proportional:** Do not over use recognition and do not provide a large award for an accomplishment that only warrants a small pat on the back. This removes much of the value of the recognition and any future attempts at recognition will be held meaningless by the students (e.g., they may begin to feel that just showing up to work on time deserves some reward).

Giving Constructive Feedback

Constructive feedback needs to be given as needed throughout the semester and not just at the end of the semester during the evaluation session. This is your means of communicating to the student where they are in terms of their job performance, and where they need to be. These discussions can range from ongoing performance, future learning goals and specific task pointers, to correcting specific behaviors and consequences of their behavior. It is a tool you have to positively assist your student in building work skills, NOT to negatively criticize their abilities. Some Supervisors hold weekly meetings to discuss with their students how they are performing, new tasks that await them in the near future, etc. Others wait for signs that discussion is needed. (e.g., a student asks how they are doing, the student makes the same error over and over again, unresolved problems continue to exist, and the student's performance is not up to your standards).

There are several easy ways to make your feedback positive and constructive:

1. Describe the behavior that is being discussed rather than using evaluation words such as good or bad. This removes any need for defensiveness from the student and allows learning to take place (e.g. Avoid "You have good communication skills," instead use "You demonstrate a high level of confidence when answering students' questions.").

2. Focus on observable actions, not inferences drawn from those actions. Never assume what a student's behavior means or what motivated them to act a certain way. The student may not be aware of how their actions/behavior are perceived by others. Neutrally describe the action, and allow the student to respond to what was seen. Let them know how the action may be perceived by others and offer an alternative way of handling the situation.
3. Focus on the behavior, not the individual student.
4. Balance the positive and negative feedback.
5. Do not overload the student with too much feedback. Select a few key points to discuss at each meeting.

Additional Information

Time Cards

The accurate completion and submission of time cards is a very important part of your job as a Supervisor. The most critical part is the review and verification of hours worked. Please take some time to review the Kronos Supervisor Guide found at the following link: http://catcher.sandiego.edu/items/usd/kronos_workbook.pdf

- It is essential to have the employee complete the card each day worked, rather than to depend on each other to remember at the end of the payroll period.
- You should either keep an independent record of the hours worked, print the time card, or devise an alternative method for comparing actual hours worked against the payroll report for each pay period.

Verify that all the other information on the card is correct, including student's name, department code, the student's job code, and the time period the card covers. Please check with the *SEC* if you are not sure of these entries.

If you will be out of the office on the day time cards are due, be sure to *Delegate Authority* to another FWS Supervisor to ensure timecards are completed, approved, and submitted to payroll. Instructions on how to delegate authority can be found at the following link: <http://www.sandiego.edu/finance/documents/delegate-authority-kronos.pdf>

Safety Training

It is each Supervisor's responsibility to develop safety training programs specific to their department and to ensure that the program is carried out for each student assistant. First year FWS participants receive a *Guide to Safety Training* provided by Facilities Management.

Due to federal and state regulations, safety training is essential for all employees (including those in office settings). All student assistants are to be made aware of specific safety issues required for each department which may include, but are not limited to:

- Proper file cabinet use; proper lifting techniques; awareness of potential electrical hazard; correct procedure for notifying the proper office or authority in the case of emergency; and procedures for accident reporting.
- Departments with work involving hazardous material must have all employees participate in the University's Hazardous Material Safety Training Program.
- The locations of: the emergency exits in the student's work area, the fire alarms, and fire extinguishers.
- Evacuation procedures in case of fire or other emergency.

Any Supervisor with questions regarding safety training for their department should contact Dave Schaper, Environmental Health and Safety Director in Facilities Management, x2226.

Contracts

Some departments prefer to let a student know their expectations during the job interview and want a record that the student understood and agreed to the conditions of employment in that department. To accomplish this, student contracts can be used, as long as the contract clearly states the department's rules, the Supervisor reviews each of the points on the contract with the student, and the student signs the contract indicating their acceptance of the specified rules. A sample contract from Texas A&M University's *Student Employee Manual* is included for your reference at the end of this Guide.

Cell Phones

Electronic devices need to be turned off or put on silent mode, unless you as a Supervisor find it necessary for students to have access to them. Cell phones are a distraction at work. Students should avoid using their phones for calls or texts while working and should reserve phone usage to break times.

Birthdays

Acknowledging a student's birthday is a good way to let them know that you appreciate all they do. A small gesture of kindness is worth a lot to the person receiving it.

Your Suggestions are Welcome

Hopefully, this guide provides answers to many of your questions and concerns regarding supervision of Federal Work-Study students at the University of San Diego. Please feel free to contact the SEC at usdsec@sandiego.edu with any questions.

Your suggestions and comments on this guide are encouraged, since you may recognize areas that need to be included in future revisions. Please contact the Student Employment Coordinator or send a note regarding your ideas for the next edition of this guide.

“Thanks, USD Supervisors!”

2020/2021 Important Federal Work-Study Dates to Remember

8/12/20	Federal Work-Study Virtual Job Fair 10:00 a.m. - 12:00 noon
8/17/20- 11/20/20	Fall Semester begins: 1 st day of work Fall Semester ends: Last day of work for fall semester
10/02/20	Federal Work-Study Applications for Intersession 2021 Available
11/01/20	Priority deadline for Intersession 2021 Federal Work-Study Applications
1/04/21-	Intersession begins (Students working during Intersession must submit the Intersession FWS Application and Intersession Work Referral before work begins)
1/22/21	Intersession ends
1/25/21- 5/19/21	Spring Semester begins Spring Semester ends: Last day of work
03/15/20	College Work Opportunity Applications for Summer 2021 Available
04/01/20	Priority Deadline for Summer 2021 College Work Opportunity
5/20/21- 5/31/21	Federal Work-Study Student Assistants may NOT work
6/01/21	Summer Session begins (Start of Summer CWO earnings) Students working during Summer must submit the Summer College Work Opportunity Application and Summer Work Referral before work begins
8/20/21	Summer Session ends (End of Summer CWO earnings)
<u>Important Deadlines:</u>	
3/02/21	FAFSA Priority Deadline for Undergraduate Students
4/01/21	FAFSA Priority Deadline for Graduate Students

Tips for Supervisors

Interviewing Tips

The interview is the time for the Supervisor to gather important information about the student, and for the student, it is an invaluable lesson about the application and interview process he/she may face upon graduation from USD. Following are some tips for the interview and some sample interview questions. Remember, you will need to tailor the interview questions to the skills needed by your department.

- Prepare for the interview by making a list of questions you want to ask. Keep the questions open-ended rather than simple yes/no questions. Open ended questions elicit more information from the student.
- Before beginning the interview, always introduce yourself to the student and review the job they are applying for.
- Ask all candidates for the job/s the same basic questions. You may expand the questions based on the specific experiences a student has had.
- For departments screening for specific qualities and who are not hiring on the spot, before ending the interview, let the student know when they can expect to hear a decision.
- Once the interview is concluded, rate the student while the answers and impressions are still fresh in your mind.
- If there were more candidates than positions, send each student applicant a letter, notifying them a decision has been made. Personalize each letter depending on whether or not the student was selected.

Sample Questions

1. Why are you interested in this position?
2. What skills and or experience would you bring to this office?
3. Describe your strengths and weaknesses.
4. Describe your prior job experience (or experience related to this position).
5. How do you deal with stress?
6. How do you manage your time?
7. What other activities are you involved in at USD?
8. What is your preferable work style- independent or group setting?
9. Give an example of an obstacle you had to surmount to reach a goal and discuss how you accomplished this.

Training Tips

Proper training at the beginning of the student's employment will save you time later on. There should be no need for re-training, or errors due to lack of proper instruction. Before starting a student's training, take some time to prepare the information you will be presenting to the student. Create a training manual for the student in a three ring binder, listing general office policies and procedures as well as step-by-step instructions for the tasks the student will be doing. The student will be able to refer to the instructions as needed. As the student advances in their abilities, you will be able to add more task instructions to this manual. For the actual training, review the information in the manual with the student. Go over each instructional step for every task the student will be doing.

The following lists are some of the areas that should be included in the training session. All functions specific to your department should also be reviewed.

- On the first day, introduce the student to the staff in the office and give a tour of the office area and surrounding offices/facilities
- Verify the student has had you sign a valid Work Referral and has submitted it to the SEC
- Review safety procedures for the office
- Explain the procedure to report absences/tardiness to you and the consequences of unreported or excessive absences/tardiness
- Explain how the timecard process is handled in your department
- Instruct the student regarding how to monitor hours worked to date, and remaining hours
- Issues of confidentiality
- Who the student reports to in the absence of the regular Supervisor
- Your preferred method of the student asking questions: in writing, face to face, etc...
- Review proper use of phones and computer resources
- Emphasize whether or not studying during working hours is permitted, and if so, explain the situation(s) when it is permitted
- Discuss the general nature of the Federal Work-Study job and the types of tasks that are assigned to students
- Let the student know that even the simplest of tasks (e.g. mailings, filing) are critical to the daily operation of the office and the university
- Review each step in the task you give your student to complete

Please note: All students are to be paid for time spent in training.

Sample Student Employee Contract

Courtesy of Texas A&M University (Revised for USD)

I understand that as an employee of the Student Employment Center, I represent not only the Student Employment Center and the Office of Financial Aid, I also represent the University of San Diego. As such, I also understand that I am expected to act in a professional manner and to serve students and employers to the best of my ability.

As a student employee of the SEC, I accept the following expectations as a guide to my behavior in the workplace.

I will serve as a model of what a student employee should be to all students and employers.

I will respect all staff.

I will greet every individual who enters the SEC. I will answer telephone calls promptly and courteously.

I will respect the privacy of all students and will put forth effort to maintain the confidentiality of all employee records.

I will check in with my assigned area Supervisor when I arrive each day and again before I leave each day.

I will work in blocks of time no less than 2 hours, unless prior arrangements have been made.

I will work according to my pre-arranged schedule. I will not work outside of the schedule, unless prior arrangements have been made. I will not ask to leave before the end of my scheduled time

I will call in at least 30 minutes before the beginning of my shift if I am not be able to report for work due to illness.

I will ask for time off at least two working days in advance by _____. I will not assume that my request has been granted until I receive a copy of an approved request.

I am responsible for submitting and approving my Kronos timecard. If I do not submit on the due date, I understand I will not be paid for hours earned until the next pay period.

I will complete all assignments thoroughly and in a timely manner. I will take pride in all work I do.

I will dress in a professional and respectable manner.

I will assist in maintaining the appearance of the Student Employment Center. This includes cleaning up after myself, straightening up the chairs in the SEC, and leaving all work areas in good, clean condition.

I will refrain from eating during work hours.

I will refrain from making and receiving personal telephone calls during work hours.

I will refrain from studying, completing homework assignments and editing/printing schoolwork during work hours.

Once I have completed all assigned tasks, I will ask for additional assignments. If an additional assignment is not available, I understand I will be expected to assist in other areas of Financial Aid (Scholarships, Loans, etc.)

I understand all computer use must be work related. I will not check personal e-mail accounts during work hours, nor will I surf the Internet.

By signing below, I agree to these specified expectations. I understand that non-compliance may result in termination of employment.

Signature of Employee

Date

Signature of Supervisor

Date