

Supervisor's Guide

Federal Work-study Program (FWS)



University of the Incarnate Word

Office of Financial Assistance

Work Program Supervisor Quick Reference

- Supervisors receive FWS allocations from the Office of Financial Assistance (OFA).
- Supervisors post job vacancies through Cardinal Talent.
- Supervisors submit a FWS Agreement Request Form to the OFA for hired students.
 - ❖ Students must be eligible for FWS before hiring.
 - ❖ The pay rate indicated for the student will be used for the entire year and **cannot be changed** once the agreement is created. Raises can be implemented the next year.
 - ❖ Completed FWS Agreement Request Forms are processed by the OFA and the supervisor will be contacted when the agreement is ready for the student to sign.
 - ❖ Signed agreements will be sent to Human Resources (HR) and the Payroll Office.
- New students need to complete their I-9, W-4, and background check (if applicable) with HR before they can begin working.
- Students may **not** begin working until the Payroll Office updates the Web-Time system and their timesheet shows up for your department/division.
- Students may not work more than 20 hours per week while employed under work study.
- FWS students may not be simultaneously working as a Graduate Assistant, Resident Assistant or be on an active Student Employment agreement.
- Students that exceed their work program allotment will be paid from department operational funds (*through student employment*) if resolution of the overage cannot be resolved within the student's financial aid budget.
- Students must clock in and out using Web-Time entry timesheet every working day.
- Supervisors must approve and submit timesheets to the Payroll Office via Web-Time entry.
- Notify the OFA **IMMEDIATELY** if a student is no longer working for your department.

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Introduction

This handbook contains information regarding your rights and responsibilities as a supervisor for the UIW FWS Program. You will be responsible for adhering to the policies set forth in this handbook. FWS employment is employment at will. Information within this handbook is subject to change without notice.

Mission

The first Sisters of Charity of the Incarnate Word, three young French women motivated by the love of God and their recognition of God's presence in each person, came to San Antonio in 1869 to minister to the sick and the poor. Their spirit of Christian service is perpetuated in the University of the Incarnate Word primarily through teaching and scholarship. Inspired by Judeo-Christian values, the University aims to educate men and women who will become concerned and enlightened citizens.

The university is committed to educational excellence in a context of faith in Jesus Christ, the Incarnate Word of God. It promotes life-long learning and fosters the development of the whole person. The faculty and students support one another in the search for and the communication of truth. The university is open to thoughtful innovation that serves ever more effectively the spiritual and material needs of people. The curriculum offers students an integrated program of liberal arts and professional studies that includes a global perspective and an emphasis on social justice and community service.

The University of the Incarnate Word is a Catholic institution that welcomes to its community persons of diverse backgrounds, in the belief that their respectful interaction advances the discovery of truth, mutual understanding, self-realization, and the common good.

Equal Employment Opportunity

UIW is committed to a policy of equal employment opportunity, without regard to race, color, national origin, disability, veteran status, gender, age or religion (*except in limited circumstances when religious preference is both permitted by law and deemed appropriate as a matter of University policy*).

Reasonable Accommodation

Reasonable accommodation is any change that is made to the work environment or the performance of the job, so someone with a temporary or permanent disability or impairment can perform the essential functions of the job. It is the student's responsibility to inform the supervisor of any needed accommodation. If reasonable accommodation is being requested, the employee must fill out a Reasonable Accommodation form with the Office of Human Resources.

General Information

The purpose of Work-study Programs (*Federal Work-study, Texas Work-study, and Institutional Work-study Employment*), as stipulated by Federal and State law and Institutional guidelines, is to provide part-time employment (20 hours a week or less) for students who demonstrate financial need in order to defray the cost of higher education.

The Work-study Programs provide equal employment opportunities for students without regard to race, religion, color, national origin, sex or age.

On-Campus Employment Programs

There are two on-campus Work-study employment programs available to UIW students. There is no cost to the department when hiring students under one of these two programs.

- 1. Federal Work-study Program (FWS)**
- 2. Texas Work-study Program**

Non Work-study employment (*Student Employment*) may also be available to students, depending on individual departmental budgets. Departments select the students they wish to hire and submit the appropriate paperwork through Human Resources. Under the Student Employment Program, the hiring department pays 100% of the student's wages from their department budget. Student Employment is not the same as Work-Study.

Federal Work-study (FWS) Program

The Federal Work-study Program is a federally funded program that provides job opportunities to students who are eligible for financial aid. One hundred percent of the student's wages are paid by the FWS Program – there is no cost to the employing department.

It is important to note that the FWS Program is designed to create **additional** employment opportunities for students. Displacement of either a non work-study employee or full-time state member to reduce cost is viewed as a violation of the laws governing the FWS Program.

The FWS Program provides on-campus part-time employment for undergraduate and graduate students who are enrolled at least half-time (*with priority given to full-time students*) and have demonstrated financial need. To be considered for a Work-study award, students must file the Free Application for Federal Student Aid (**FAFSA**) or the Renewal FAFSA and have a complete financial aid file.

Texas Work-study Program

The Texas Work-study Program provides part-time employment for Texas residents who are full-time students and have demonstrated financial need. One hundred percent of the student's wages are paid by the Texas Work-study Program – there is no cost to the employing department.

Texas Work-study is not available to students who are recipients of an athletic scholarship or enrolled in a religious degree-seeking program. To be considered for a TWS award, students must file the FAFSA or the Renewal FAFSA, and have a complete financial aid file.

Student Employment

Any other student employment program at UIW is considered Student Employment. One hundred percent of the student's wages are paid by the employing department. Supervisors who are interested in hiring students should initiate the appropriate paperwork through HR.

****Student employment may NOT be combined with FWS****

Eligibility Requirements for UIW FWS Program

To be eligible to participate in the FWS program, students must meet the following minimum eligibility requirements as set by the Office of Financial Assistance. *Note: FWS funding is limited and is awarded on a first-come, first-served basis.*

1. All students must be registered at least half-time, with priority given to full-time students:
 - a. Undergraduates:
 - 6+ per semester (*half-time*)
 - 12+ hours per semester (*full-time*)
 - b. Graduate Students:
 - 3+ hours per semester (*half-time*)
 - 9+ hours per semester (*full-time*)
2. All students must be U.S. citizens or eligible non-citizens. Proof of citizenship or eligible visa status must be provided to the Office of Human Resources within **72 hours of hire.**
3. In addition to the above, FWS applicants must:
 - a. be in a degree-seeking program
 - b. be eligible for federal financial aid and have 'need'
 - c. have completed their financial assistance file
 - d. have a valid award letter indicating their work program award
 - e. not currently be employed on a Student Employment agreement

Students applying for Federal and State Work-study Programs must meet all Title IV eligibility requirements, apply for financial assistance annually and meet the satisfactory academic progress policy requirements. Work-study is open to graduate and undergraduate students.

Determination of Available Assistance

The amount of assistance available for FWS at University of the Incarnate Word is determined on a yearly basis by the U.S. Department of Education. The Texas Higher Education Coordinating Board determines the amount of money allocated to the University for funding the Texas Work-study Program.

Types of Work Allowed Under the Work-study Programs

- All FWS jobs should, to the maximum extent practical, be related to the student's educational program.
- FWS employment must not displace regular employees or impair existing service contracts.
- Work-study positions must not involve constructing, operating or maintaining any part of a building used for religious worship or sectarian instruction.
- No employee is to be sent to do personal errands for a supervisor. If a student employee wishes to do personal errands for the supervisor, it must be "off the clock".
- Work-Study employees are expected to work, **not study**, while "on the clock".

General Conditions of Employment

1. Work-study employees must meet the minimum employment eligibility requirements established by the Office of Financial Assistance (OFA).
2. Upon selection, students must sign their FWS agreement. Supervisors will notify students once the agreement is available to be signed.
3. Newly hired students (*students who have not worked for UIW before*) must report to HR to complete all tax forms (W-4) and verification of citizenship (I-9) forms **WITHIN 72 HOURS OF HIRE**.
4. Students cannot work until Payroll processes their timesheet through Web-Time entry.
5. FWS employment policies pertaining to wages, hours worked earning limitations, eligibility requirements, and hiring procedures will be established by the OFA.
6. Work-study employees may not work more than 20 hours per week and cannot work while they are scheduled to be in class.
7. FWS students may not be simultaneously working as a Graduate Assistant, Resident Assistant or be on an active Student Employment agreement.
8. Work-Study employees cannot volunteer at a job for which they are normally paid.
9. SUMMER: Students may continue to work until June 30 if they have a previously established agreement and have funds remaining. Starting July 1, if a supervisor wants to keep a FWS student employed for the remainder of the summer, the student must be enrolled at least half-time during Summer or Fall, otherwise the FWS agreement must be terminated and the student moved to Student Employment.

Policy against Sexual Harassment

Sexual Harassment is a violation of Title VII of the 1984 Civil Rights Act and should not be tolerated by either students or staff. Sexual Harassment in the workplace is defined in the following way:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions...affecting such individuals.
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work... or creating an intimidating, hostile, or offensive working environment.

The supervisor should deal with observed or reported incidences of sexual harassment immediately. If you are unsure what constitutes sexual harassment, contact HR (829-6019).

UIW FWS Program Procedures

FWS Awards

FWS is a type of financial aid; therefore, FWS employees are limited to the amount they may earn through the FWS Program. The limit is determined by the Office of Financial Assistance and is dependent on a student's financial aid budget and the amount of available federal funding. The average award for a student is \$3,000. Supervisors may request an agreement for a lesser amount if they believe a student is not able to work enough hours to justify the full \$3,000; or may increase a greater amount. (Agreement amounts are limited by the lesser of the student's need and the department's available funds).

Monitoring FWS Earnings

The amount of the student's FWS award may not be exceeded the student's approved allocation. The supervisor and the student share the responsibility of monitoring the amount of money earned. Supervisors should keep a time log to monitor the number of hours a student works, and the money earned for each pay period to ensure that the student does not earn more than the amount of the FWS award.

If the agreement limit has been reached, and the student is not eligible for an increase, the student must either stop working or be placed on a student employment agreement. **All money earned in excess of the FWS award must be paid at 100% by the department.**

The OFA FWS Program coordinator will email a "Remaining Balance" memo after each pay cycle to assist with monitoring the remaining balance for each student. This should not replace the supervisors own records/time logs.

Number of Hours Worked Per Week

Federal Work-Study students can only work up to 20 hours per week but may not work during the hours they are scheduled to be in class. When scheduling hours, the supervisor should consider the FWS award amount to prevent the student from running out of funds. If you want the student to work the entire semester, he or she may work approximately 12 hours per week but a student can work up to 20 hours per week, they just may run out of funding faster.

- For example: In the 2019-2020 academic year, if the average FWS award is \$1,500 per semester and the minimum pay rate is \$7.25 per hour. The following example illustrates how to calculate the number of hours per week the student may work:
 - a. If you want the student to work the entire semester, use the following formula to determine the number of hours per week he/she may work:

$$\text{Award Amount} / \text{Pay Rate} / 16 = \text{Average Hrs/Wk}$$

Divide the **Award Amount** by the **Pay Rate** to get the **Total Hours**, and then divide the Total hrs by 16 (number of weeks in a semester). This will give you the number of hours the student may work each week to work all 16 weeks of the semester.

$$\text{Award Amount} / \text{Pay Rate} = \text{Total Hrs} / \# \text{ Weeks} = \# \text{ Hrs}$$

$$\$1,500 / \$7.25 = 206.9 / 16 = 12.93$$

- b. If you want the student to work a specific number of hours per, use the following formula to determine the number of weeks he/she will be able to work before running out of money:

$$\text{Award Amount} / \text{Pay Rate} / \text{Hrs per Week} = \# \text{ Weeks}$$

Divide the **Award Amount** by the **Pay Rate** to get the **Total Hrs**, and then divide the total hrs by the **Number of hours per Week** the student will work. This will give you the number of weeks the student may work to earn the Award Amount.

$$\text{Award Amount} / \text{Pay Rate} = \text{Total Hrs} / \text{Hrs per Week} = \# \text{ of Weeks}$$

$$\$1,500 / \$7.25 = 206.9 / 20 = 10.35$$

The FWS agreement, which is initiated by the supervisor and created by the FWS Program Coordinator, will indicate the pay rate and award amount. At the beginning of each semester, supervisors can determine the number of hours the student is expected to work on their log. Then each pay period, subtract the number of hours worked that pay period to determine the number of hours remaining. Supervisors may use the “Remaining Balance” memo as a supplemental resource to their own logs.

Student Pay Rates

Per the Department of Labor, the federal minimum wage of \$7.25/hour has not changed for the 2019-2020 aid year but is subject to change at the whim of Congress. The maximum hourly rate for undergraduate students is \$10.00/hour and for graduate students \$12.00/hour. It is the responsibility of the individual Supervisor to determine, within the minimum/maximum wage scale, what the pay rate for any specific student employee position will be.

The pay rate and the wage level for individual student employees are initially selected by the hiring department and are subject to approval by the OFA based on the following:

1. the federal minimum wage for the year is \$7.25/hour
2. the hourly wage paid to the other student employees who perform similar tasks for the department
3. the skills, which are requested in the job advertisement, and the skills the student employee bring to the position and
4. the maximum per hour pay rate boundary set by the university (\$10.00/hour for undergraduate students; \$12.00/hour for graduate students).

Supervisors can refer to the Suggested Student Wage Scale below if they are unclear as to the determination of the appropriate wage to give a student. *(Selected pay rates and classifications are subject to final approval of the OFA.)*

Suggested Student Wage Scale

	1 st YEAR*	2 nd YEAR*	3 rd YEAR*	4 th YEAR*
Classification I	Starting rate (SR)	SR+\$0.15	SR+\$0.30	SR+\$0.45
Classification II	SR+\$0.15	SR+\$0.30	SR+\$0.45	SR+\$0.60
Classification III	SR+\$0.30	SR+\$0.45	SR+\$0.60	SR+\$0.75

*Years of employment are equal to two consecutive semesters of employment in the same department.

A student's pay rate will be determined by the classification of the position. The position classification is determined by the supervisor based on the responsibilities of the job. The following should be used in the determination of position classifications and pay rates.

Classification I: Entry level position requiring no previous skills or experience.

Classification II: Positions requiring some specialized skills and prior training.

Classification III: Positions requiring technical knowledge of skills acquired through previous experience or training.

Pay Increases

Pay increases are based on years of employment within the same department. Pay increases are granted before the start of each new agreement and only if enough funds are appropriated to the University. Pay rates cannot be changed after the student's agreement begins.

Hiring Work-Study Students

Supervisors are given the opportunity to rehire their current FWS employees or to hire new work-study students for the following academic year. It is imperative that supervisors follow the suggested calendar of events to assist with filling your work-study allocation.

February

1. Evaluate current students to determine renewals and new pay rates.

March

1. The OFA submits department allocation information for the Executive Council to approve. Approved allocations are returned to the OFA with adjustments.
2. The OFA begins awarding returning students for financial aid.

April – August

1. The OFA sends out department allocations, along with the FWS Agreement Request Form.
2. Supervisors with vacancies should begin posting on Cardinal Talent and follow HR procedures to begin interviewing and hiring for the next year.
3. Once the supervisor decides to hire a student (new or returning), the FWS Agreement Request Form must be submitted to the OFA.
4. The FWS Program Coordinator will begin running FWS agreements based on the supervisor's request. Supervisors will be notified once the FWS agreement is ready to sign.
5. After the agreement is signed, a copy of the agreement will be forwarded to HR.
6. After Human Resources has completed their own verification (*verify that students have completed I-9's and W-4's*) a copy of the agreement will be forwarded to Payroll.
7. The OFA will begin running agreements for the new award year (July 01- June 30). The OFA cannot guarantee a student will have an agreement unless the Supervisor has completed the FWS Agreement Request Form and the student has completed their financial aid application and is eligible for FWS. Students must sign and certify their agreement and complete the I-9 and W-4 with HR to be guaranteed to be paid on time.

October

1. Remind returning students to complete the Free Application for Federal Student Aid (FAFSA). FAFSA is the general financial aid application which students must submit to determine FWS eligibility. It can take several weeks for processing, so it is imperative that students do this early! The OFA must have official results from the FAFSA to award the student FWS funds. Remember that FWS funding is limited and is awarded on a first-come first-serve basis.
2. Make sure the students you rehire have turned in all financial aid required documents.

Schedules, Hours, Timesheets and Payroll Procedures

Work Schedules

Work schedules should be arranged at the time of hire. The student and supervisor should develop a mutually agreeable work schedule that allows enough study time, outside of work, and does not conflict with scheduled classes. Changes in the student's work schedule must be approved by a supervisor in advance.

It is the supervisor's responsibility to arrange a schedule that will provide the coverage needed throughout the semester, yet does not exceed the awarded amount of any specific student.

Remember to budget the student's hours wisely. It is allowable to not schedule a student for work for a period of time if the department does not have work for the student to do or if the student needs time off for a particular reason. However, remember that the student must be able to depend on earning the entire FWS award amount. Changes in work schedules should be kept to a minimum during the semester (by both the student and the supervisor).

Maximum Hours Per Week

An average work-study work week is approximately 10- 12 hours a week. Per UIW policy, a Work-Study student may work up to a maximum of 20 hours a week. Students are never allowed to work during scheduled class times.

Supervisors should consider upcoming events that may cause a student to work additional hours outside of their normal schedule. In such case, the supervisor should reduce hours within the week to prevent the student from exceeding 20 hours. If a special situation arises which requires a work-study student to exceed the 20 hour limit, supervisors should notify the Financial Assistance Office prior to the time worked so that the OFA can verify student eligibility in advance. The OFA monitors hours worked each pay period, and departments that allow students to work in excess of 20 hours are identified. Departments that do not follow the policy may have allocations reduced or removed from their department.

A supervisor may allow a student assistant to make up missed hours during the current semester (due to authorized absences) as long as no more than 20 hours are worked per week and the awarded amount is not exceeded. Students who are unable to complete their hours during the Fall can work those hours during the Spring. Similarly, a student can choose to work more hours in the Fall than in the Spring. Understand, that their award is for Fall and Spring and if that amount is not surpassed a student can use as much or as little for each semester. Within the student and department allocations.

There is no paid leave (vacation or holiday) for work-study students.

Breaks

The 1989 Guidebook to Federal Wage-Hour Laws states " the FLSA does not require that employees be given rest periods, but if rest periods are given, either by the employer voluntarily or to satisfy a union contract, government enforcement agents require them to be counted as hours worked if they last 20 minutes or less" (196). There is no state law concerning breaks or rest periods.

It is advisable that students be given a minimum of 30 minutes "off the clock" time to have a lunch break.

Automated Timesheets

Timesheets are set up in Web Time Entry by Payroll. Students are not authorized to work until Payroll has created a timesheet.

Hours worked must be submitted as indicated on the payroll schedule. Students may not work hours in one pay period and report them in another pay period. The federal regulations governing the FWS program state that students must be paid at least once a month. In addition, students **MUST** log in everyday to track their time. Students should not wait until the end of each cycle to input their time all at once. Students should refrain from manually adjusting their clock ins/outs. This can cause errors, delays and compliance issues in processing with Payroll. Only actual hours worked should be reported (*not estimates*).

It is the **supervisor's responsibility** to make sure hours submitted via Web Time Entry are correct. The following information should be checked before approving the online timesheet:

1. Did the student work during these hours?
2. Have the hours been added correctly?
3. Did the hours worked conflict with the student's class schedule?

A student's financial assistance package will be impacted if a student overworks his/her award. Allocations will be adjusted in the event of departments overworking student's awards.

Timesheets are due bi-weekly on the 15 and last day of every month. Supervisors must approve timesheets online and on time if they want their employees to be paid timely.

Timesheet Fraud

Fraud is a serious offense and warrants special mention in this section. Fraud is defined as intentional deception to cause a person to give up property or some lawful right. Incidences of fraud include theft, criminal offenses, falsely reporting time worked on timesheets, and forging or altering information on timesheets. Any allegations of fraud should be reported to the OFA immediately.

Any student who knowingly alters or falsifies information on a timesheet should be terminated immediately. Supervisors should notify the FWS Coordinator and/or the Director of Financial Assistance as soon as they become aware of the situation.

Documented cases of timesheet fraud will result in the student's permanent termination of FWS eligibility, and the student will be asked to repay the fraudulent earnings. If deemed necessary, the matter will be turned over to the campus police for investigation. It is the supervisor's responsibility to explain the consequence of fraud to each student employee. We suggest that the supervisor do this with every student employee at the time of hire.

This procedure for handling cases of fraud is mandatory. As with any criminal offense, failure to report known incidences of fraud may be viewed as participating/condoning of that activity.

Possible Payroll Problems

FWS students may not be paid because a problem has occurred in processing their timesheets. Potential sources of difficulty may include the following:

- The **FWS Agreement** has not been requested from the Office of Financial Assistance
- The student has not completed I-9, W-4, or a background check (if applicable) with HR.
- The timesheet shows a discrepancy that must be corrected before it can be approved.
- The Timesheet was submitted after the deadline date.

Changing Work Assignments/Departments

Shifting of work-studies between departments (for example, between the Scene Shop and Theatre) is not allowed. Students are assigned to a specific department. For a student to change departments, the first agreement must be terminated and a new one initiated after the student applies through Cardinal Talent. This may cause significant delays in the student's ability to work.

Please contact the OFA before shifting a student to another department.

Terminations

Students may terminate their employment with you for a variety of reasons. Perhaps they have exhausted their FWS award, or simply want to devote more time to their academic coursework. Whatever the reason, the OFA must be notified that the student's employment with your department has ended.

To terminate a student's employment prior to the end of the academic year (including instances when the termination is a result of graduation), you must send notification (via e-mail) to the FWS Coordinator in the OFA. The email should state the reason for the termination and the last day of the student's employment. If the termination was due to poor performance, the memo should state the nature of the problem and outline the action taken by the supervisor. ***Notification for any termination should occur with two business days.***

HIRING/SUPERVISING UIW FWS STUDENTS

Student Development

As employers in an educational institution, it is our responsibility to contribute to the education of our students – even if we are not in a specific academic unit. The on-campus employment experience is valuable to students in many ways. Not only does it provide a source of income to help students pay for their education, but more importantly, it gives them an opportunity to learn job skills, and many important life skills that they will need when they leave UIW. For example, they will learn how to find a job, then how to budget their time between classes, work, and social activities; they will learn the importance of being a responsible employee: coming to work on time, completing assigned tasks, and working harmoniously with fellow employees. It is our responsibility to encourage this type of growth and development in our students. This section of the guide will show you how.

- FWS is not a grant program, and it is not meant to allow students to get paid for studying. FWS jobs are real jobs and should be treated as such. Supervisors should expect the student to take this job seriously – just as we must take seriously the hiring, training, and supervision of this valuable addition to our work force.

The Application Process

Hiring supervisors will post job openings online through Cardinal Talent and students will apply for vacant jobs on-line through Cardinal Talent. Supervisors follow procedures outlined by the Human Resources department at UIW for job postings.

The Interview

After a job posting has been on-line for more than 5 calendar days, supervisors can begin interviewing candidates for their vacant position. The interview is a time to gather information about the applicants that may not have been on the application. For example, do they have good communication skills? How do they respond to a hypothetical situation which would commonly occur in your office, etc? It is a time to make decisions about the person and how he or she would fit into your office structure. We suggest the following:

1. Make up a list of questions and/or statements to ask the interviewee. Ask questions that will give the applicants an opportunity to talk about themselves. Avoid questions that can be simply answered yes or no.
2. Before asking questions, introduce yourself, and give the applicant a brief overview of the job. Give enough information that applicants will know, by the end of the interview, if they really want this job. Be careful not to give them too much detailed information though, that may bias their answers.
3. Begin the interview by outlining what will take place. This will help you take control of the interview and lets the applicant know what to expect.
4. Take control of the interview by making comments, asking questions, and using good listening skills.
5. Ask all the applicants the same questions in basically the same way.
6. After you have asked the questions, give the applicant the opportunity to elaborate on any skills or experience he or she may have that was not brought out in the interview.
7. When the interview is over, tell the applicant when you will make your decision and when they can expect to hear from you.
8. After the applicant has left, rate the interview (excellent, good, average, poor). Do this while it is fresh in your mind, and before the next applicant is interviewed.
9. Select the applicant that best meets the needs of your office. It doesn't necessarily have to be the one with the highest rating if you have followed a fair and equitable process.
10. Offer the position to the applicant(s) selected and notify HR of the hired applicant and all individuals interviewed.

Examples of Interview Questions

Below is a list of sample interview questions to help you get started. You may want to change the wording to fit your interview style or ask questions that are more specific to the job.

1. Tell me about yourself.
2. Tell me about your last job; what skills did you learn that will benefit you in this job?
3. What did you like most about your last job? Least?
4. What are two of your strengths?
5. Tell me two ways you would like to improve your work performance.

After you have asked general questions, ask questions specific to this job:

1. Comment on your previous office experience. (Or experience your job requires.)
2. Tell me about your computer skills. (Or type of skills required for you job.)
3. How would you handle the following situation? (one that occurs in your office)
4. What do you know about this department?
5. Why do you want to work here?

Do not ask questions about age, marital status, number of children, religion, or any other questions that could be perceived as discriminatory. Questions of this nature are prohibited by Affirmative Action guidelines. You may contact HR if you have concerns about the content of questions.

This list is not complete and is meant to serve as a guide to get started. The goal is to ask questions that encourage the interviewee to talk about themselves rather than just answering yes or no. In other words, structure questions so they are open-ended.

For example:

Don't: Q: Do you have experience working in an office environment?
A: Yes

Do: Q: Please describe your previous office experience.
A: I worked in Financial Aid for two semesters. My duties...

When interviewing several applicants, you may want to take notes to help you recall each applicant's answers when you are making the hiring decision. Tell the interviewee you will be making notes before starting the interview, and make an effort to maintain as much eye contact as possible so he or she will know you are listening.

Remember that you will learn more by listening than by talking. Make comments and discuss ideas, but never monopolize the interview.

Interviewing: Equal Employment Opportunity Guidelines

The guidelines published by the Equal Employment Opportunity Commission state that when employers are gathering information from job applicants, they should ask themselves the following questions:

1. When used in selecting, will the answers to this question have the effect of disqualifying a significantly larger percentage of minorities and/or members of one sex than other groups?
2. Is this information really needed to judge an applicant's competence or qualification for this job?

As you prepare to interview applicants, please keep this advice in mind to avoid placing you or the college in violation of federal laws including the Civil Rights Acts of 1964 and the Americans with Disabilities Act of 1990.

Do not ask these questions:

- Are you married?
- Do you have children?
- Do you plan to have children?
- What is your age?
- Where is your spouse employed?
- When did you graduate from High school?
- What is your religion?
- Have you ever been arrested?
- Where were you born?
- Were you in the military?
- Are you in good health?

Ask these instead, if related to the job:

- Tell me about your previous job?
- What were your duties in that job?
- What was your strength in that job?
- Tell me about your typical workday.
- Tell me about your work attendance.
- What would you have liked to improve in your performance?
- May we talk with previous employers?
- Why did you leave that job?

Checking References

Discussing an applicant's qualification with a former supervisor may be very helpful to you in making your hiring decision. Be consistent when checking references. If you call the references listed on the job application, do so for each of your top candidates, not only those whose competency you question.

Do not ask references for personal information such as marital status, age, religion, or any other information that is unrelated to the applicant's job performance.

Making the Hiring Decision

All applicants being considered should meet the minimum requirements included in your job posting. The purpose of the application process is to screen out applicants who do not have the qualifications you requested; the purpose of the interview is to gather information about how well each candidate meets these requirements. Therefore, when making the hiring decision, you may select the candidate you believe is the best qualified, and who is best suited for your office environment.

The Employer's Responsibility as a Supervisor

FWS employment can be more than just a paycheck for students. Remember that even though the name of the program is Federal Work-Study the purpose of the FWS program is not to pay students for studying. The purpose of the program is to provide an opportunity for students to learn important job skills and to gain valuable life skills experience. It is the supervisor's responsibility to create an environment where the student can learn and develop these skills.

To help your student employees get the most out of their job with you, we recommend:

Orientations

Have an orientation to welcome and introduce your new student employees to your office. An orientation is a time for the supervisor and the new employees to spend one on one time together and should consist of two parts:

1. A brief overview of the office structure and organization.
2. The specifics of each student's job and office rules and regulations.

This does not need to be a lengthy process but take enough time to be thorough.

The first part should be spent covering general information, an overview of the office and other general information the new employees will need to know to feel comfortable in their new work environment. For example, show them where the restroom, water fountain, soda machine and lunchroom are. Show them where to put their personal belongings and where their workstation is. Be sure to introduce them to the other employees and give them a brief explanation of what each person does. The purpose of this portion of the orientation is to familiarize the new employees with the structure and function of the office. Students are much more likely to be enthusiastic about their jobs, and take pride in their work, if they understand how their job performance affects the office.

The second part of the orientation should be spent outlining what you expect of them as employees. For example:

1. Outline their duties and responsibilities
2. List office rules and regulations
3. List grounds for disciplinary action.
4. Discuss dress code, if any.
5. Tell them how to arrange for time off.
6. Tell them whom to call if sick.
7. Tell them when and how their performance will be evaluated.
8. Make up a work schedule for the student.
9. Confirm hourly rate of pay and duration of employment.
10. Tell the student what procedure to follow if their schedule needs to be changed.

You may want to put these things in writing, have the student sign it and keep it in the student's personnel file. That way you will be sure to cover each topic, and the student will know it is important.

As mentioned, the orientation does not have to be a lengthy process. It may take you 15 minutes or one hour, depending on how simple or complex your office structure is. The more organized you are,

the less time it will take. For example, prepare a sheet containing the rules and regulations, grounds for disciplinary action, procedures for taking time off, phone numbers to call when sick, etc. Preparing a general form will save you the time of preparing for each individual student. Keep the form as general as possible (i.e., do not mention names, rather refer to position titles) and simply revise it when changes occur.

Disciplinary System

During the orientation, include a discussion of the offenses that require disciplinary action and the procedure that will be followed if the offenses occur. Below is an example of the disciplinary system used by the Office of Financial Assistance:

Listed below are examples of offenses that may require disciplinary action:

1. Excessive tardiness
2. Excessive absences
3. Absent with a legitimate excuse
4. Sloppy or unclean appearance or work space
5. Carelessness or lack of attention that results in injury to property, person or public relations.
6. Inability to provide accurate up-to-date information to the public
7. Conduct inappropriate to a representative of the University of Incarnate Word
8. Discourtesy and/or failure to work harmoniously with fellow employees
9. Failure to serve the public with courtesy

The above offenses should subject to the following actions:

1. First action: verbal reprimand
2. Second Action: written reprimand
3. Third Action: discharge

Grounds for Termination:

1. Breach of confidentiality
2. Gross negligence resulting in serious injury to property, person or public relations
3. Physical violence or obscene language when dealing with the public or other staffmembers
4. Being under the influence of drugs or alcohol while on duty
5. Incidence of fraud

You may want to add or delete from this list to suit your office needs. If you use this list, clarify what you perceive as excessive tardiness and/or absences, sloppy appearance, discourtesy, etc., during the orientation.

Dress Code

Although no formal dress code has been established for students employed by UIW, students are expected to dress appropriately for the position they hold. Supervisors may establish the specific dress code they think is appropriate to the activities conducted by their office.

Training

While it is often difficult to find the time away from your own work to spend training your new employees, it is important. Take the time to demonstrate office procedures. What may seem very simple and obvious to you may seem confusing to the student. Remember that you may do these procedures every day, but it is brand new for the person being trained.

Some employees will learn more quickly by watching someone go through the procedures step-by-step; other will benefit most by listening to a thorough explanation. Before attempting the procedures, some may require a combination of both methods. Find the method that works for you; if the student seems confused, you can always switch to another method.

The key is to start out simple—with the general concepts—and work towards the more complex.

As with orientation, this does not need to be a long and laborious task. You may want to spend an hour each day for the first week. If the job is relatively simple, that may be plenty. If the job is strictly filing, one hour for one day will suffice. However, if the job is complex, a more rigorous training schedule may be required. Just remember that to do a job well requires that you understand what it is that you are doing. Spend the amount of time necessary to be thorough, and don't forget to cover the basics.

Prepare some written instructions in advance. This will save time by eliminating the need for the new employee to ask basic questions repeatedly. You may want to type instructions on index cards to place in areas where the procedures will be followed. For example:

1. What to say when answering the phone
2. How to transfer calls
3. How to put calls on hold
4. Signing onto the computer
5. Answers to commonly asked questions
6. Frequently used phone numbers
7. Areas of responsibility in the office (who does what)
8. Procedures for filling out and/or filing forms

Training is important and should be given some priority, especially in the beginning. When employees are well trained, they are more confident of their work performance and tend to be more efficient and productive. The fact that you would take time away from your busy schedule to train should suggest to the student that their job is important to the office. Continued training as changes occur in the office will reinforce this. After all, don't we all work harder at something we think is important?

Suggestions for Successful Supervision

1. Plan the work to be assigned to the student in advance.
2. Make assignments definite and clear. Give the student an opportunity to ask questions.
3. Follow up on the work assigned so you know that it has been completed correctly and on time.
4. Correct unsatisfactory performance as soon as it occurs, rather than waiting until it's a problem.
5. Reinforce the students for a job well done.
6. Communicate with the student; avoid waiting until evaluation time to talk with him or her.

Evaluations

Evaluations are important tools for training and development. It is important, especially after the first several months, to let the student know how they are doing. This will give them an opportunity to improve their performance, if needed, or give them positive reinforcement for a job well done.

It is often helpful to have a self-evaluation form for the students to complete before being evaluated by their supervisor. This encourages the student to think about their work performance and gives supervisors a better understanding of how the students view their job.

The procedure and criteria for the evaluations should be explained to the student during orientation and training. Students should know exactly what is expected of them and how they will be evaluated right from the start. You should stress that the intent of evaluations is to be developmental. That is, students should learn something constructive about their job performance. The supervisor should be fair and honest with the employee. Strengths should be praised and areas in need of improvement should be addressed in a positive and constructive way. For example, if an employee does not always complete the tasks assigned to him or her, discuss that and see if you can find out why. Perhaps he or she is unclear about the correct procedure and all that is required is additional training. The employer and the student will both benefit from this approach.

We strongly recommend that you create an evaluation form to supplement your written evaluation. The written evaluation may be short as one paragraph or as long as several pages, but it is an invaluable tool to use during the evaluation process. Write comments about why you are rating them the way you did in each category, set goals to accomplish during the next evaluation period, outline areas for growth, and any other constructive comments related to their job performance. Remember to be positive; the goal is to be developmental, not critical. Encourage them to refer to the written evaluation periodically; this will help them to take responsibility for developing their job skills!

Keep completed evaluation forms in the student's file and use them as a comparison with future evaluations to measure areas of growth. They will also come in handy if in the future the students use you as a reference in a career position. You can refresh your memory by looking through past evaluations and give the student a fair and accurate reference.

Documenting Work Performance

Students will gain valuable work experience in your office and may use you as a reference when applying for a career position. If they do, you should be prepared to give a future employer a recommendation based on the documentation you have in your files. For this reason, it is especially important to keep track of the positive qualities your student employees have—You may not get a call until next year; so write comments down as you see them, so you won't forget.

It may be necessary to terminate a student's employment for poor performance. If this is the case, you must have documentation to support your action. You need to have a record of specific incidences of poor performance.

Termination Due to Poor Performance

Students, like staff, can be terminated for unsatisfactory work performance. Before terminating a student, we require:

1. **Counseling:** The student must be informed of the unsatisfactory performance or behavior and given an opportunity to correct it. Be specific about what you expect from the student. If the student thinks he or she needs more training, arrange a training schedule.
2. **Documentation:** Keep a record of all counseling attempts and specifically what you have asked the student to do to correct the unsatisfactory performance.

If the student's performance continues to be unsatisfactory after counseling and he or she has had an opportunity to improve, the student may be terminated. Departments should provide a two week written notice prior to terminating a student for cause, except in cases of flagrant, willful violation of University or department rules, or in cases where the student has been told in counseling attempts that the next occurrence of a behavior will result in termination. If a two- week notice has been given, the student has this period of time to appeal the action to the department hiring authority.

Termination notices should be sent to the OFA immediately. Please inform the OFA of the reason for termination, the last day of employment and any pending hours the student may have for that pay cycle.

For serious offenses that you feel warrant immediate dismissal, contact the FWS Program Coordinator and HR before taking any action.

Not Continuing a Student

Students have the status of part-time, temporary employees, and as such are not guaranteed permanent employment. The decision to continue a student's employment from one academic year to the next is solely the responsibility of the employer. The period of employment is considered to be that which was designated in the agreement, as long as it is within the current academic year and the student has met the eligibility requirements established by the OFA.

Termination for Other Reasons

In addition to terminating a student for unsatisfactory performance, a student employee may be terminated for reasons of budget constraints, completion of project, lack of work, and other such valid reasons unrelated to job performance. The employer should give the student a two week written notice whenever possible. This notice must state the reason for termination.

Resignations

Student employees should give two week's written notice to their employer when resigning from their job. Procedures for processing resignations are the same as for termination. A termination notice must be submitted to the OFA before the student is officially terminated.

Important Contact Information:

OFA-Federal Work-Study Program Coordinator

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