

# Federal Work-Study Supervisor Training

Academic Year 2017-18

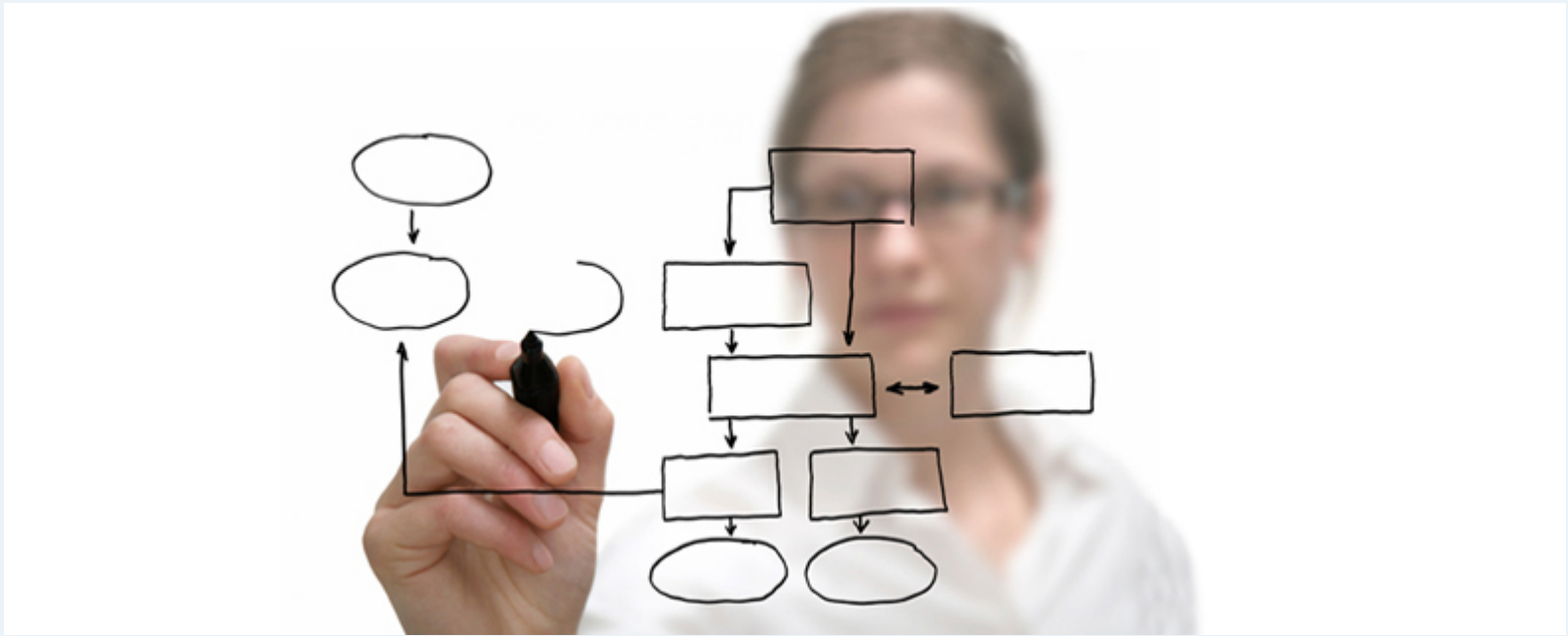
Office of Scholarships & Student Aid  
University of North Carolina at Chapel Hill



UNC  
Scholarships  
& Student Aid

# Training Summary

- Process Overview
- Federal Work-Study Program Overview
- Administration Guidelines
- FWS Student/Supervisor Responsibilities
- Posting and Hiring
- Payroll, Time, & Wages
- Best Practices & Common Errors
- Next Steps



# Process Overview

A general timeline of important events for students, supervisors, & the FWS Team

# Student Overview

- December-July
  - Financial aid packages received and accepted
- August 1
  - Student receives email detailing FWS process
  - Students gains access to system and begin to apply/interview for positions
- August 22
  - Students can begin work after completing necessary documentation with HR Representative and Supervisor
- Mid-December
  - Inter-semester break starts; students cease work over holiday
- January
  - Classes resume & students begin working again
- May
  - Classes end for the spring & students stop work for the academic year

# Supervisor Overview: May-August

- End of May/Early June
  - Supervisors are notified of access to upgraded JobX site via listserv & receive new user manuals
- June
  - Supervisors begin to submit jobs to JobX for approval
    - Jobs submitted before 7/1 are posted by system opening (8/1)
    - Jobs submitted 7/1 – 8/31 will be posted as soon as possible
  - If jobs are returned for correction, updates are made before the job is resubmitted for review
- August 1<sup>st</sup>
  - Supervisors begin interview and hiring processes
- Augusts 22<sup>nd</sup>
  - Supervisors confirm that students have completed all requirements (listed below) & allow students to begin work after developing a work schedule
    - Completion of work eligibility process (I-9)
    - Completion of payroll process (W-4, NC-4, Direct Deposit)
    - Completion of FWS Training (FWS Student Training Certification Form)

# Supervisor Overview: September-May

- Fall
  - Students cease work on last day of Fall exams for semester break
- Spring
  - Students resume work on 1<sup>st</sup> day of Spring classes
  - Students cease work on last day of Spring exams for semester break
- Fall & Spring
  - Monitor student work hours & performance
  - Provide training, guidance, & communication to students
  - Correspond with the FWS Team regarding any issues
  - Recommended employee reviews conducted mid- and end-of-semester

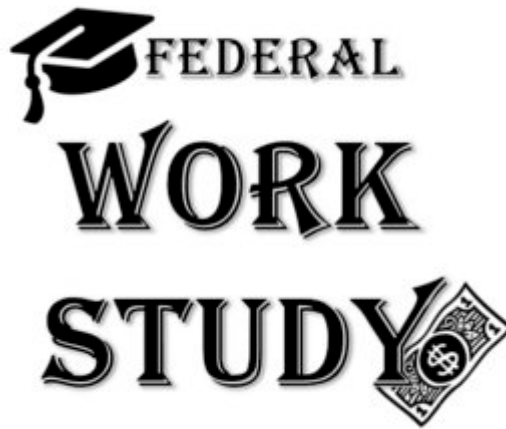
# FWS Team Overview: May-August

- May (beginning of month)
  - Take down and upgrade JobX site
  - Update JobX manual, student training, supervisor training
- May (end of month)
  - Bring updated JobX site online
  - Update FWS supervisor Listserv
  - Disburse FWS training presentations and JobX user manual.
  - Conduct site visits
- June-July
  - Review, update, & post new FWS positions
  - Notify students of FWS process
- August
  - Open JobX system to applicants
  - Provide technical support to supervisors and technical/job search support to students
  - Continue to review, update, & post new FWS positions

# FWS Team Overview: Year-Round

- Assist FWS supervisors with
  - JobX
  - FWS policy & practices
  - Earnings and reconciliation
  - Program-related questions
- Assist FWS students with
  - Locating positions
  - Applying for positions
- Packaging students with work-study award (if funds are available)
- Process changes to awards requested by students
- Process reductions to awards for undisclosed outside scholarships
- Monitor FWS earnings
- Monitor program to ensure compliance with policy & procedures
- Create and disseminate FWS reports
- Collect and track new FWS supervisor requests





# Federal Work-Study Program Overview

A brief look at the purpose, policies, and practices of the FWS program

# Federal Work-Study Program (FWS):

- FWS is a Title IV financial aid program that provides part-time employment opportunities to students who demonstrate financial need
- Students must apply for FWS by submitting a Free Application for Federal Student Aid (FAFSA)
- Students are notified of their FWS eligibility as part of their year-specific financial aid package
- Only those students who have been awarded FWS may participate in FWS employment opportunities

# Federal Work-Study Program (FWS):

- Employment can be on-campus (with offices, departments, professional schools, auxiliary services) or off-campus with approved non-profit community service agencies
- FWS is awarded on an annual basis, therefore, students must reapply and requalify every year
- FWS is supported by a combination of federal, state, and institutional funding and is subject to the regulations imposed by all three
- FWS helps defray the cost of higher education by enabling students to earn a steady paycheck and reduce/minimize loan debt

# Federal Work-Study Program (FWS):

- All FWS positions **must** receive approval by the Office of Scholarships and Student Aid (OSSA) and be posted to the JobX database to ensure eligibility
- Positions are required to provide students with the opportunity to develop and expand professional skill sets and should correspond with academic and career-related interests. Positions not offering these opportunities can not be approved for posting.

# Federal Work-Study Program (FWS):

- During the 2016-17 academic year, FWS students claim that their positions helped them to develop skills related to the following areas:



# Federal Work-Study Program (FWS):

- Students are provided a maximum FWS award amount at the beginning of the year.
- FWS award amounts may be revised/reduced (due to a student receiving additional undeclared funding); hiring supervisors will be notified of any update via a weekly report
- Students are assigned an hourly wage rate set by the employer and are paid on a biweekly basis via direct deposit
- Notifications will be sent to the student & supervisor once the student nears their award limit
- Earnings in excess of the maximum amount become the responsibility of the hiring department



# Administration Guidelines

The important information needed to successfully operate the FWS program

# Eligible Work Periods

Fall Semester	Work may begin on/after the first day of fall classes and must stop on/before the last day of fall exams
Winter Break	Work is NOT permitted between semesters
Spring Semester	Work may resume on/after the first day of spring classes and must stop on/before the last day of spring exams
Summer Terms	Funding is NOT available for Summer FWS
Student Breaks	Students may work during Fall Break and/or Spring Break
University Holidays	Work is NOT permitted during university holidays (Thanksgiving, New Year's, Labor Day, etc.)



# Eligible Supervisors

- Only full-time, permanent SPA/EPA faculty and staff, and approved nonprofit community service partners are eligible to serve as FWS Supervisors
- Part-time employees, temporary employees, graduate students, and post-doctoral candidates are not eligible to be FWS Supervisors
- It is highly advisable that employees without supervisory experience receive appropriate training and experience prior to serving as a FWS Supervisor
- The primary supervisor must be registered on JobX as the position manager
- We strongly recommend having a designated secondary supervisor for times when the primary supervisor is unavailable (e.g. ill).

# Eligible Jobs

- Students may hold only one FWS position at a time, but may be simultaneously be employed in other non-FWS employment
- Students are part-time employees and are not permitted to work more than 20 hours per week; the average is 10-12 hours per week
- Students are at-will employees. While uncommon, FWS employees can be removed from, leave, or change positions during the academic year

# Eligible Work Duties

- Students are permitted to perform most job duties asked of non-FWS employees, provided those duties are conducted on site and under supervision
- Students are not permitted to work remotely – a designated work space/schedule is required
- Driving is not permissible as part of the job – this includes state vehicles and personal vehicles
- Studying is strictly prohibited while on the job – FWS is not a form of paid study time.
- Students are required to document their attendance, usually through a sign-in/sign-out protocol

# Termination

- Students who fail to meet job duties can be removed from their positions
  - Documentation of the issue(s) and attempts to correct the issue(s) usually occurs before students are terminated.
  - Please consult with HR concerning departmental protocols before taking any action
- If a student leaves a position for any reason, you are required to notify the FWS team as soon as possible via [work-study@unc.edu](mailto:work-study@unc.edu)
- During the 2016-17 academic year, supervisors only needed to release 4 students out of the 2,200 program participants.

# Job Classification

- OSSA has established a Job Classification System (JCS) to assist supervisors with determining equitable compensation based on job requirements
- The JCS differentiates among skill level, ability, and prior work experience, and also recognizes the wide array of job responsibilities
- The JCS permits supervisors to equitably classify students based on the level of complexity of the job and qualifications of the individual student

# Pay Rates and Levels

- The table below contains the 2017-18 wage data. The following slides contain descriptions of the levels to assist you in job classification

Pay Level	Wage Range	Midpoint Wage
Level 1	\$7.25 - \$8.30	\$7.77
Level 2	\$8.30 - \$10.05	\$9.17
Level 3	\$10.05 – \$11.80	\$10.92
Level 4	\$11.80 - \$13.55	\$12.67

Supervisors designate the appropriate pay level when creating the position, but decide the appropriate Hourly Wage Rate upon hiring the FWS employee.

# Job Classification

- **Level 1 (\$7.25-\$8.30):**
  - No experience or previous training required
  - Positions that perform routine tasks with minimal responsibility
  - Where applicable, positions may require demonstrated ability to successfully interact with the public
  - Student employee works in a well-supervised setting and takes little-to-no independent action

# Job Classification

- **Level 2 (\$8.30-\$10.05):**
  - Little or moderate experience, technical knowledge, or previous training is necessary
  - Special instruction may be necessary for some aspects of these positions.
  - Student employee must demonstrate the ability to learn new tasks and work independently with moderate or limited supervision



# Job Classification

- **Level 3 (\$10.05-\$11.80):**
  - Moderate to substantial experience, technical knowledge, or previous training or certification is necessary
  - Student employee must possess a high level of competency with a specialized skill and readily demonstrate the use of independent judgment, decision-making ability, and/or the ability to work responsibly with little-to-no direct supervision
  - Previous work experience at a lower level within the same department may be required

# Job Classification

- **Level 4 (\$11.80-\$13.55):**
  - In addition to the qualifications and scope associated with Level 3, these positions require an individual who possesses substantial experience, advanced technical knowledge, and previous training/certification
  - The student may be expected to manage technologies/equipment, research, analyses, publications, instruction, or other special projects or activities of significant scope
  - The student may work with extremely limited supervision on a regular basis

# Documentation for Hired Students

- Hired FWS students must complete all required payroll forms with the hiring department's HR Representative & submit their employment verification form to their supervisor before they can begin working
- Departmental HR will enter the student's payroll information & set up the employee record
- Hired FWS students are housed under the hiring department's number for payroll purposes but the FWS account is used as the funding source
- Required payroll forms include: NC-4, W-4, Direct Payroll Deposit Authorization, and Electronic I-9 Employment Eligibility Verification
- Additionally, students must submit proof that they successfully completed FWS Training to supervisors prior to beginning employment

# Documentation of Time Worked

- All FWS employees and supervisors are required to use the Kronos Time Information Management (TIM) System to track work hours
- FWS students must complete Computer-Based Training for “Time Stamp Student and Temp Employees” on the first day of work
- FWS students (‘employee’ in TIM) & supervisors (‘manager’ in TIM) are required to approve work hours on a biweekly basis before the department TIM Administrator performs the final sign-off

# Job X & Funding

- All FWS positions **must** receive approval by the Office of Scholarships and Student Aid (OSSA) and be posted to the JobX database to ensure eligibility
- **Students hired without authorization through JobX will have their earned wages retroactively charged to the hiring department.**
- If a supervisor leaves their position or is no longer able to manage student workers, another supervisor must replace them in the JobX system.
- **If a department has students working without a valid supervisor (who must registered as such in JobX), student earnings will be retroactively charged to the department.**

# Removal from program

Because the FWS program is contingent on federal & state funding, we are required to meet established guidelines in order to maintain eligibility. Failure to meet requirements by one supervisor can negatively impact program eligibility & funding for all participants. As such, OSSA will take any and all actions we believe necessary to ensure the continuation of the FWS program.

- Any supervisor that allows a student to earn more than their allotted award will be evaluated for suitability to continue participation in the FWS program.
- Departments/supervisors with repeat violations may not be eligible to participate in the FWS program in future aid years
- Any department that fails to meet their responsibility in paying for excess or unauthorized wages will be removed from the FWS program



# FWS Student/Supervisor Responsibilities

Documented duties for program participants

# Student Responsibilities



FWS students are professional employees, and are therefore responsible for conducting themselves in a professional manner, including:

1. Completing FWS training and providing proof prior to beginning work
2. Providing all requested documentation to HR prior to beginning work
3. Establishing a work schedule
4. Reporting to work on time
5. Completing tasks as assigned
6. Notifying the supervisor of any absence or derivation from the established schedule due to illness, emergencies, or valid academic conflicts (e.g. office hours, advising appointments)
7. Working with a supervisor on mutually acceptable schedule revisions, if needed
8. Refraining from prohibited activities: studying on the job, misreporting hours worked, working over limits, failing to perform job duties, etc.
9. Refraining from discouraged activities: personal calls, texts, e-mails, & social media updates
10. Notifying the supervisor of any changes to their FWS award





# Supervisor Responsibilities

- Not discriminating on the basis of race, color, gender, national origin, age, religion, creed, disability, veteran status, sexual orientation, gender identity, and gender expression
- Verifying that any new FWS job does not replace an existing position and that the employee is not paid with departmental funds
- Ensuring the student is properly hired through JobX and processed with departmental HR
- Collecting & retaining certification that the student-employee completed mandatory FWS training
- Ensuring that FWS students do not engage in work before the hiring/payroll process is complete with HR
- Ensuring that required university training (FERPA, HIPAA, confidentiality clauses, etc.) is completed as required

# Supervisor Responsibilities

- Keeping accurate records of all hours worked by the FWS student and ensure overages do not occur
- Being available to students for supervision and instruction during every student shift.
- Having an eligible member on site to supervise employees if you are not available (e.g. ill, in a meeting)
- Providing training sufficient to accomplish the job requirements and providing related training materials
- Presenting and clarifying job expectations and departmental requirements

# Supervisor Responsibilities

- Treating the student as a professional staff member
- Encouraging open and honest communication with the FWS student
- Providing ample work to ensure students are busy and not studying during their shift
- Providing regular feedback regarding job performance (we suggest informal evaluations at the mid-point and end of each semester)

# Joint Responsibilities

- Maintaining accurate records of all hours worked
- Communicating regarding the failure of either party to meet established responsibilities and working to find a solution if such failures occur
- Ensuring the position helps the student progress towards their academic, professional, and/or personal development goals
- Preventing the student from exceeding weekly/annual work limits





# Posting & Hiring

How to submit a job description & select a candidate for employment

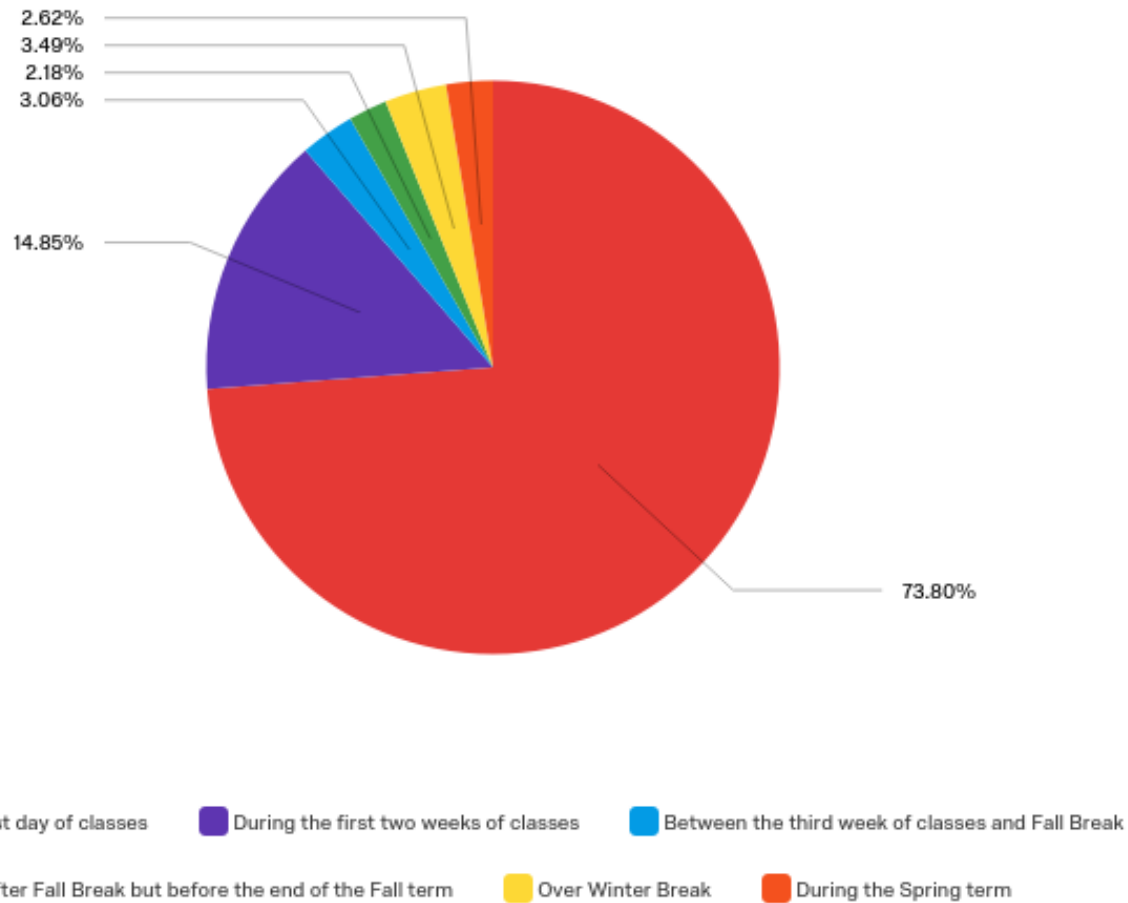
# Posting Access

- Supervisors will need to complete this training module and certify their completion before taking any further action with the FWS program such as positing a new position.
- Supervisors who have completed training will gain access to the JobX system once the FWS Team confirms course completion.
- Once access is granted, supervisors will immediately be able to post jobs & review applicants.
- Instructions on how to create a job posting will be available in the JobX training, emailed to all current FWS supervisors in May and provided to new supervisors on a rolling basis after May.

# Posting Timeline

- May: JobX site updated to new software version
- June 1: JobX site opened for supervisors to post positions.
  - **FWS jobs must be submitted by June 30<sup>th</sup>** to guarantee they will be available when the system opens to student in August.
  - Jobs submitted July 1-31 may not be posted by August 1
  - Jobs submitted after August 31 will not be accepted
- June 2: FWS Staff begin approving and displaying 2017-18 jobs on the JobX website
- August 1: FWS students receive an email including instructions to the training site. Students are also granted access to view and apply to jobs using the online application system

# When do students begin searching for positions?



- 74% begin looking for a job before school ever starts;
  - 90% do their looking before the third week of classes.
- Make sure to post your jobs before June 30<sup>th</sup> to reach these students.



# Hiring Overview

- Once students begin applying on August 1<sup>st</sup>, supervisors can officially begin the hiring process. This includes
  - reviewing applicant information in JobX
  - interviewing new FWS students (via phone or in-person)
  - hiring new FWS students, after an interview
  - hiring FWS employees returning to the same position at the same or higher pay levels (no interview required)
  - setting up a payroll/I-9 meeting with your HR rep for the student
  - collecting certification that the student completed FWS training

**Reminder:** All FWS students must be hired through JobX first and then set up in Connect Caroline with you HR Representative. Hiring departments are liable for all wages paid to students not hired through JobX, regardless of whether the student is in a work-study position in Connect Carolina.



# Payroll, Time, & Wages

Setting up pay, marking down time, and getting wages to students

# Payroll Overview

- All FWS students **MUST** be set up in payroll and complete I-9 verification **on or before their first day of work**. Failure to do so will violate FWS program regulations and may violate US employment law.
- We strongly recommend setting up the appointment between the student and your HR Representative and doing so prior to the anticipated first day of work.
- Once your HR Representative has approved the student, the student is cleared for employment with the University, though they need to submit their completion of FWS training to you if they have not already done so.
- **Students may begin work on the first day of class only if all aforementioned steps are complete. Please do not let your students begin work before this time!**

# Time

- Students are only allowed to work under the FWS program during periods of “active enrollment”

Fall Semester	Work may begin on/after the first day of fall classes and must stop on/before the last day of fall exams
Winter Break	Work is NOT permitted between semesters
Spring Semester	Work may resume on/after the first day of spring classes and must stop on/before the last day of spring exams
Summer Terms	Funding is NOT available for Summer FWS
Student Breaks	Students may work during Fall Break and/or Spring Break
University Holidays	Work is NOT permitted during university holidays (Thanksgiving, New Year’s, Labor Day, etc.)

Reminder: an eligible supervisor must be present any time a student is at work

# Time

- Students will submit hours for supervisor approval in TIM, in much the same way that full-time employees do.
- Supervisors approve or revise submitted time sheets before sending them on to HR for approval and payout
- Time information for pay periods as well as expected submission days and pay dates can be found online at <http://finance.unc.edu/departments/strategic-sourcing-payment/payroll/schedules/>

# Wages

- Students will receive biweekly paychecks for hours worked approximately 12 days after the end of the pay period
- 14 days after the end of the pay period, wage disbursement information is sent to the FWS team
- At this time, the FWS team will begin reconciling student earnings. The FWS team will contact students and their supervisors if one of the following conditions is true:
  - A student's total earnings is within \$550 of their FWS award
  - A student's total earnings have exceeded their FWS award

**If the student's earnings exceed their award, supervisors will be required to submit a PAAT entry for the overage and either convert the student to departmental funding or end their employment.**



# Best Practices & Common ~~Errors~~ Errors

Lessons from those who have gone before

# Best Practices

Why do students pick FWS jobs?	%	Count
<u>They are interested in the work</u>	<u>77.42%</u>	<u>168</u>
The job location is convenient	54.38%	118
<u>It relates to their academic goals</u>	<u>49.77%</u>	<u>108</u>
<u>It relates to their career goals</u>	<u>48.85%</u>	<u>106</u>
<u>They provide a service that they feel is important</u>	<u>40.09%</u>	<u>87</u>
They know other employees in the position/department	13.82%	30
They know the supervisor	9.68%	21
Other	6.45%	14

When defining positions & interviewing potential employees, we recommend looking for students who have a vested interest in the work and those aligned goals.



# Best Practices

A 2017 survey of over 250 FWS student-respondents revealed the top 3 complaints of FWS student participants are:

1. Students did not have enough work to do
2. Students wanted more responsibility and more difficult projects
3. Students did not plan their hours properly and either didn't earn their full award or ran out of funding too early in the year

To help prevent these issues, we strongly recommend

1. Keeping a list of additional tasks on hand that students can complete as time allows
2. Planning out larger, semester- or year-long projects that students can be in charge of and work on as time allows
3. Helping students plan out their hours for the year when they first come on staff (e.g. calculate number of hours/week they'll need to work during each week of the academic year in order to earn their full award)
4. Creating & instituting a training program at the beginning of the year. Include ways for students to continue advancing their skills as time allows over the remainder of the year.

# Best Practices

In addition to sending your timely updates on student earnings, the FWS Team provides two easy-to-use tools to help with tracking:

1. An Excel log located online at <https://www.unc.edu/studentaid/pdf/misc/FwsHourTracker.xlsx>.
2. An update to the JobX site which displays the student's awards and earnings both during the hiring process and on-demand (located on the User Dashboard under the Current Hires & Awards tab

Please use these tools to track student earnings and ensure that students are on a reasonable earning pace.

# Best Practices

Most disciplinary issues result from three factors

1. Attendance issues
2. Unclear communication
3. Lack of supervision & guidance

To combat these issues, we recommend the following solutions:

1. Create a mutually-agreed upon work schedule and operating policy/procedure for each student worker
2. Have a procedure in place to amend the schedule, should the need arise.
3. Create and use a sign-in/sign-out sheet to document when staff members are on the clock.
4. Clearly document each student's assigned duties. If those duties vary over time, make sure to document the changes & review the information with the student.
5. Have designated staff on hand to help supervise and work with FWS employees at all times, including when the primary supervisor is not available (e.g. ill, in meetings).

# Common Errors

The following are the four most common program administration errors by supervisors during the 2016-17 academic year

1. Allowing the student to exceed their annual earnings limit
2. Allowing the student to work over the 20 hour/week limit
3. Allowing the student to begin work without providing their certification of FWS Training completion
4. Allowing the student to begin work without completing the required verification and payroll process with their HR Representative

We strongly recommend tracking student hours AND making a hiring checklist (see next slide) to prevent these errors.

# Hiring Checklist Example

The following is an example of a list of tasks an FWS supervisor might follow for new hires. It is by no means an exhaustive list for all positions, and should be amended to suit your needs.

1. Confirm that the student has been hired in Job X
2. Exchange contact information between the student and supervisor
3. Set up a meeting between the student and your HR Representative prior to/on the first day the student is employed
4. Ensure the student has completed required FWS Training & provided the certificate
5. Ensure the student has completed any departmental-specific training (FERPA, HIPAA, confidentiality, etc.)
6. Ensure the students has completed all employment verification (I-9) and payroll process (W-4, NC-4, & direct deposit enrollment) with your HR Representative
7. Create weekly work schedule
8. Review when student can not work (unsupervised times, breaks, holidays, during class)
9. Review operating norms (Job duties, sign in/out protocols, who to go to for help, no studying on job, additional duties to complete as time allows, job attire, etc.)
10. Discuss any other supervisor-specific items (e.g. performance review periods, mentoring opportunities, additional training opportunities, areas of concern)



# Next Steps

Getting access and planning for the future

# Confirm Training

## NEW FWS SUPERVISORS:

To certify that you have completed this training session and to gain access to the JobX system, complete the certification at <https://unc-ch.formstack.com/forms/?2712305-1unHg3PbMH> using passcode “[FwsTrainingCompleted2017-18](#)” when prompted.

## RETURNING FWS SUPERVISORS:

You are not required to certify completion of training as you have done so in a prior aid year.

**By participating in the FWS Program, you attest that you have read this document in its entirety, fully understand the information presented, and agree to the terms outlined in the preceding slides.**

# JobX Access

The FWS Team will review your training confirmation and credentials. If approved, you will be granted access to the JobX system and may begin posting new positions as soon as access is established. You can log into the JobX system at:

<https://unc.studentemployment.ngwebsolutions.com>

Access is typically granted according to the following timelines:

- Training confirmation submitted May 1- August 31, access granted in 2-5 business days
- Training confirmation submitted September 1 – April 30, access granted May 1



# Personnel Changes

When a FWS supervisor leaves and is not replaced in JobX, it prevent us from being able to communicate with your department. Please help us to avoid these unfortunate and potentially costly circumstances by notifying us of any change in employment.

**If a new user needs access to JobX to replace a current FWS supervisor at any point in the year, please email [work-study@unc.edu](mailto:work-study@unc.edu) using the subject message “FWS Supervisor Replacement”.**

We will be happy to expedite JobX access and provide any training resources or assistance necessary in these cases.

# Thank you for completing Work-Study Supervisor Training!

You should now be done with training and will soon have the access to the JobX system to post your FWS job.

Instructions on this process can be found in the JobX Supervisor Training Presentation on the JobX site.

We appreciate your interest in the FWS Program as well as your willingness to mentor FWS students. We look forward to working with you!