



**Supervisor's Guide  
To The  
Shorter College  
Work Study Program**

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## Introduction

The Shorter College Financial Aid Office administers the Student Work Study Program. Students are very crucial in helping us operate our campus. We believe that meaningful work prepares students for success. Therefore, our goal is to strive to provide job opportunities that not only help us operate the campus but also provide students with work experiences that foster a strong work ethic, develop leadership ability, and provide practical training.

## Accomplishing Departmental Missions

Although we want our students to learn new skills and develop their leadership abilities, we also understand that each department has “to get the work done.” We can depend on our students to help accomplish our everyday tasks. We can also use our more experienced students to accomplish special projects, those that would yield significant time savings if we only had the time to complete them. Delegating these projects to students not only helps us, it also gives them hands-on experience that will serve them well after they graduate.

## Learning Outcomes

Each student work position requires students to learn specific job skills. We also expect all students to demonstrate competence in several work behaviors. As supervisors, you have an opportunity to assist in the positive working habits that will build a foundation for the student’s career. The following are basic behaviors that should be expected of all student workers.

1. **Dependability:** Dependability is defined as showing up for work on time and following instructions. The student must usually show up on-time for work and usually give notice prior to being late or absent. The student must also usually follow instructions.
2. **Attention to Detail:** Attention to Detail is defined as completing assigned tasks without error.
3. **Time Management:** Time Management is defined as completing assigned tasks in a timely manner.
4. **Teamwork:** Teamwork is defined as working well with others and contributing to task accomplishment.
5. **Problem Solving:** Problem Solving is defined as identifying effective solutions to problems.
6. **Initiative Taking:** Initiative Taking is defined as taking appropriate actions without asking for instructions.
7. **Decision Making:** Decision Making is defined as determining and taking the appropriate course of action.

## **Supervising, Teaching, and Mentoring Students**

At Shorter College, we feel that it is important for the supervisor to have a relationship with their student workers that goes beyond the relationship of an employer and an employee. The supervisor should set expectations and lead by example to guide the student worker in becoming a mature adult who understands the meaning of true responsibilities. The following are some basic examples of things that supervisors can do to help students understand the things required of them.

1. **Setting Expectations:** Students need to know what is expected of them before they start working. Supervisors should set aside time for an initial meeting with new hires to discuss expectations and make arrangements for training. Supervisors should also discuss the job skills required in a particular job and rules associated with the workplace. Some of these rules that should be discussed are proper dress, time management, absences, etc. This initial meeting is also a good time to discuss workplace safety and termination policies.
2. **Giving Feedback:** Students also need feedback throughout the semester on their work performance. Feedback can range from a simple comment such as “you’re doing a nice job” to a formal performance evaluation. Frequent verbal feedback is encouraged, especially when the feedback is positive. Simple verbal feedback, given in a positive manner, is often all that is necessary to improve student performance. Any feedback given in writing is formal feedback. Supervisors can provide formal feedback to reward exceptional performance (e.g. a letter of commendation) or to give notice of substandard performance (e.g. a letter of counseling). In the latter case, students should sign the feedback and receive a copy.
3. **Holding Students Accountable:** Whatever the problem, supervisors should take steps to correct the student’s performance. We usually recommend a verbal counseling, explaining to the student the hardship his/her actions (or lack of action) is causing others. If this is unsuccessful, written feedback, which should include consequences of non-performance, is appropriate. In the worst cases, supervisors sometimes have no choice but to terminate a student’s employment.

## **Student Hiring**

Most work positions already exist in the system. Supervisors wanting to create a new position, should first contact the Shorter College Financial Aid Office. Supervisors should ensure that jobs listed on SCHOLAR accurately describe the responsibilities and qualifications associated with the job.

1. **Assignment of Workers:** Supervisors can request students that they would like to hire. The Shorter College Financial Aid Office will encourage incoming freshman to review available positions and arrange the interviews with the supervisors for the freshman. As a last resort, the Financial Aid Office will assign the students to a position. Upper classmen will also be allowed to locate job positions that they would like to have. Most students will be able to keep the first position that they receive unless there is an issue regarding the supervisor or the student worker.
2. **Employment Eligibility:** Supervisors **MUST NOT** allow a student to start work until the Shorter College Financial Aid Office has approved a submitted hire request. The Financial Aid Office **WILL NOT** approve a hire request until the student has submitted the appropriate forms and has a financial award for either Federal Work Study or Institutional Work Study. If a student has not met eligibility standards at the time of the hire request, the student and supervisor will receive an e-mail stating that the hire request is “postponed.”
  - The student is responsible for filling out the G-4 and W-4 tax forms and the I-9 Employment Eligibility form in the Shorter College Human Resources Office. Driver’s License and Original Social Security Card are required to complete the paperwork for all student workers. A United States Passport, Certification or Naturalization, or Unexpired Foreign Passport with Employment Authorization are required if the student is filling out the I-9 form. All paperwork must be completed before a worker can receive any payment.
  - All student workers must sign a Confidentiality Statement.
  - During the academic year, student wages are considered financial aid. Therefore, **ALL** students, even those not receiving traditional financial aid, must have a financial aid award that includes an amount for Federal Work Study or Institutional Work Study. Student earnings during the year cannot exceed the amount awarded in the financial aid package.

## **Termination Procedures**

The student worker must earn his/her pay. The supervisor has the right to terminate the student worker if job responsibilities are not being followed after proper warnings and feedback have been given by the supervisor.

Any problems should be immediately addressed with students. Remember, part of our responsibility is to train and teach. Many students have never held a job before and this is a learning experience for them. If the student is resistant or defiant to the suggested change, then the supervisor can take corrective action.

The supervisor should give the student a verbal warning addressing the issue with a corrective plan of action and appropriate time frame for implementation. The verbal warning should be followed by written documentation. The supervisor should make clear to the student the consequences if there is a failure to comply. If the student fails to meet the requirements, then termination is a viable option.

Depending on the severity of the issue, immediate termination is acceptable. This decision will be left to the discretion of the supervisor and the director of financial aid. Examples might include stealing, lying, insubordination, acts of aggression (either verbal or physical), etc.

Termination should be submitted in writing to the financial aid file documenting the issue, and date of termination. All terminations will be documented in the student financial aid record and will be released to any future work study supervisors prior to rehire.

## Workplace Policies

The supervisor is responsible for understanding the workplace policies and making sure that the student workers also understand the workplace policies.

1. **Hours:** Most students are only allowed to work seven to ten (7 to 10) hours each week. Some exceptions may apply. This will be determined by the Shorter College Financial Aid Office and is usually based upon financial need along with the availability of funding.
2. **Pay Policies:** Students will be paid according to the Federal Minimum Wage. The current rate is \$7.25.
3. **Timesheets:** Students are responsible for submitting the timesheet to their supervisors. Supervisors are then responsible for approving the timesheet, signing it, and giving it to Mrs. Anita Baker in the Shorter College Financial Aid Office. If the timesheet is not turned in on time, the timesheet will be held until the next pay period. **No student should work during scheduled class time. This must be strictly enforced.**
4. **Attire:** Departments have the authority to set the dress code for student workers. Dress codes do not have to be very strict, but workers should look decent.
5. **Human Resources Policies:** Shorter College students injured on the job are entitled to Workers Compensation. Shorter College upholds the policies of Non-discrimination and Harassment along with the policy of Sexual Harassment.