



# WORK STUDY

## SUPERVISOR GUIDE

Working on campus is an excellent way for students to learn through doing, create strong connections within the UBC community, and develop professional skills required for life beyond their degree. The Work Study program aims to facilitate experiential education opportunities that empower students, with guidance, support, and supervision from UBC faculty and staff. Work Study students are set up for success in their roles when they receive:

- Orientation to the workplace and job-specific training
- Regular and ongoing feedback
- Opportunity for career exploration
- Professional mentorship and support from UBC faculty and staff

All of these elements are also critical aspects of exceptional supervision! Use this guide as a support to help you as you begin to hire and select a student employee, and design their workplace experience.



# Before the Work Term

## Job Posting & Recruitment

One of the perks of submitting a Work Study application is that, when it comes time to start the recruitment process, your job posting has already been created. Your application doubles as your job posting.

Posting is easy - once you have received notice that your Work Study application has been successful and you have accepted the [Work Study Terms & Conditions](#), the Work Study office will post the position automatically on your behalf.

Thousands of students are active on the job board and are eager to gain hands-on experience on campus. Posting your position to the UBC Okanagan Student & Alumni Job Board is mandatory, in an effort to provide as many students the opportunity to participate in on-campus work as possible.

## Interview Strategies

An interview is more than just the questions you ask. Think about creating an experience for the student from the moment you invite them for an interview to when they walk out the door:

- Ask if the student requires any accommodations (eg. Interpreter)
- Give them information to prepare, including interview questions
- Lay out the format of the interview
- Don't wait to make an offer to a candidate who you want to hire. Students interview for many jobs.
- Consider hosting remote interviews via Skype or Zoom.

When you are ready to make an offer, create an offer letter to ensure you have written confirmation of the student's acceptance of the terms and conditions of their employment with you.

[Sample Offer Letter](#)

## Avoiding Bias

Creating a student recruitment and hiring plan will help you prioritize and select for the skills and experiences a student will need to be successful in the role. Being aware of the biases you bring into a hiring process will help you ensure that you are providing an equitable opportunity for all students to apply for your position.

For additional information and training about bias in hiring, enroll in this [self-guided training course](#) offered by UBC Equity & Inclusion on Hiring Equity.

Be aware of your biases as you prepare to hire a student employee. Here are some potential biases that can show up in hiring:

<b>Anchoring</b>	Relying on one thing when making a decision (student schedule availability)
<b>Confirmation bias</b>	Searching for or focusing on information that confirms one's preconceptions
<b>Stereotyping</b>	Expecting a member of a group to have certain characteristics without having information about that person

Consider taking the [Harvard Implicit Bias Test](#) to learn more about implicit biases.

## Interview Questions:

There are also many different types of interview questions, be sure to ask the questions that will help you make your hiring decision:

<b>Situational</b>	How a candidate would deal with a given scenario
<b>Competency-based</b>	Assess the skills and attitudes that the position requires
<b>Behavioural</b>	How a candidate has dealt with scenarios in the past
<b>"Fit"</b>	Looks for signs that the candidate will be comfortable and successful in your workplace

### Supervisor Tip:

*There are many ways to interview your candidate: skills tests, 1-on-1, group panels, candidate presentations – think about a format that is best suited to you and your workplace.*





# During the Work Term

## Student Eligibility Criteria

In order to participate in a Work Study opportunity, students must meet the following eligibility criteria:

- Currently enrolled at UBC's Okanagan campus at the undergraduate or masters level
- Summer term - must be either enrolled in summer courses or returning as a full-time student in the fall
- Winter term - must be enrolled in a minimum of 9 credits per term or full-time masters
  - Co-op credits do not count toward eligibility
- Work Study position is not based on student's thesis work
- Is not holding more than one Work Study position at one time
- Has a valid Social Insurance Number (SIN)
- Will be residing in Canada for the duration of employment
- Is not working under another subsidy program such as NSERC USRA or Canada Summer Jobs

Once you have identified a potential candidate, it is important to have their eligibility confirmed prior to making them a job offer. Submit a [Student Authorization Form](#) and the Work Study team will be in touch with you to confirm eligibility.

## Workday Hiring Resources

Training is available for those hiring student employees. To enroll in this online training, search "My UBC Workday Training" and select "Workday Student Appointments". If you do not see this training, email [isc.trainingsupport@ubc.ca](mailto:isc.trainingsupport@ubc.ca) to request access. There is a section specific to Work Study Hiring.

See the additional resources below for Workday support:

- Create Position
- Review/Approve Create Position
- Direct Hire: Faculty & Staff
- Review/Approve Direct Hire
- Change Job: Add Additional Job
- Onboarding Reports

## Work Study

[workstudy.ok@ubc.ca](mailto:workstudy.ok@ubc.ca)

## Time Entry

As hourly employees, Work Study students are paid on the same pay schedule as faculty and staff. In order to ensure students are paid correctly and on time, hours must be submitted and approved by the [payroll deadlines](#):

- Students must submit all hours by 11:45 PM on the 8th and 23rd of each month
- Supervisors must approve hours by 11:45 pm on the 9th and 24th of each month
- Students are paid on the 15th and last day of each month

At any time, you can view the hours your students have submitted over the course of their appointment by searching "Time Blocks - Distributed", or by navigating to "Team Time" in your application menu.

For more information about time entry, see the following resources:

- Entering Time (Hourly Staff)
- Review/Approve Time Entry
- FAQ: Entering or Correcting Time

## Reimbursements

You will receive minimum wage reimbursements on a monthly basis from the Work Study program. You should see these reimbursements reflected under "Salaries | Student Work Learn Subsidy" in the ledger account.

Work Study will manually reimburse the ledger Worktag that you have indicated on the Student Authorization Form. It is important to ensure that you contact us if this information should change.

Remember, you will be responsible for any hours your students work beyond the project or student maximums. You can find your project maximum in your funding notification email. Student may work a maximum of 340 summer hours and 408 winter hours, provided the project maximum is not exceeded.

Pay close attention to the session end dates. Any hours received after August 31 or April 30 will not be reimbursed. It is extremely important that your students are submitting their hours on time in order to ensure they are paid and you receive reimbursement.



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# Supporting Your Student Employee

If you have concerns about your student employee's wellbeing: UBC's Blue Folder is an excellent resource that can help you address concerns while also respecting a student's privacy

If you're reaching out to a student:

1. Be specific about the signs and behaviours you've noticed (Ex: "I've noticed you've missed the last two shifts.")

2. Express your concern (Ex: "I am concerned and wanted to check in to see how you're doing.")

3. Reassure the student that reaching out to students who may be struggling is something all UBC faculty and staff do to help)

- If you are unsure of what to do, find your HR Advisor: <https://hr.ok.ubc.ca/contact/>

## Employee Rights

As a supervisor of a student employee at UBC, you are required to uphold the Employment Standards Act of British Columbia. Please ensure you are familiar with these guidelines that include (but not limited to):

- An employee who reports for work must be paid for at least two hours
- A 30-minute unpaid meal break must be provided when an employee works more than five hours in a row
- For more information on topics such as STAT holidays: visit the Employment Standards Guidelines

## Equity and Inclusivity

It is important to support equity seeking students. Building a work culture of inclusion and equity takes hard work on the part of everyone in the workplace. If you have any questions or concerns, please contact the Equity and Inclusion Office:

- <https://equity.ok.ubc.ca/>
- <https://equity.ubc.ca/resources/equity-considerations-in-virtual-interviews>

### Additional Resources

- Resources for Career Conversations with Students of Colour
- Resources for Career Conversations with Students with Disabilities
- Resources for Career Conversations with LGBTQ + Students

## Work Study

[workstudy.ok@ubc.ca](mailto:workstudy.ok@ubc.ca)

Content adapted from UBC Work Learn, Vancouver Campus

# Mandatory Safety Training

All UBC employees (including student employees) are required to complete specific workplace training. The following online modules must be completed prior to beginning a work term:

- Preventing COVID-19 Infection in the Workplace
- New Worker Safety Orientation
- Preventing and Addressing Workplace Bullying and Harassment Training
- Workplace Violence Prevention Training

## Orientation and Onboarding

### Pre-Arrival:

- Provide an orientation plan with dates, times, locations and necessary paperwork that the student needs to complete (Eg. personal data form)
- Initiate access requests (SALTO, email, computer, Zoom, job specific software, shared drives, etc.)

### WEEK 1:

- Introduce students to other staff and faculty in the office. Explain their roles and the types of questions they can answer
- Show students to their designated work area and where they can store personal belongings
- Explain appropriate dress for the workplace and other expectations for conduct
- Explain your own role and how it relates to the student's work and that of the larger team
- Discuss specific work, duties and responsibilities including timelines and measures of success
- Discuss supervision: how often will you meet, how should they provide progress updates, who should they report to in your absence?
- Go over payroll deadlines, and the process for how to submit hours in Workday
- Discuss knowledge, skills and competencies required for the work and provide an overview of training and timelines
- Outline basic tasks the student can work on during the first week to better understand the position

### ONGOING SUPPORT

- Discuss the student's goals and objectives for the position and regularly revisit these to reflect on progress
- Set up a regular time for two-way communication, constructive feedback, and to celebrate success
- Clearly articulate expectations and be available to support your student with questions, challenges and successes
- Discuss professional development opportunities (workshops, conferences, etc.)
- Perform a mid-term and end-of-term evaluation



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## Performance Management

For many students, holding a Work Study position is their first workplace experience and for many international students, their first Canadian workplace. Providing adequate support and training, and setting clear expectations in the first weeks of employment will set both you and your students up for success down the road. Performance management involves creating goals, assessing progress, and providing guidance and feedback to student staff.

Have regular check ins to discuss projects, progress, and professional development and goals. Find Performance Review templates on the [Supervisor Resources page](#).

## Supervisor Story

**Katie Spencer, AVP Students, Communications**

*"What I've heard consistently from our student staff throughout the years is that they want an opportunity to connect with their peers, even if their roles are relatively independent. We have weekly team meetings to help facilitate that interaction, but I also designate time at the end just for casual chat outside of their roles. I'll throw in a cheesy ice breaker, like "What's one food you can't live without?" or "If you could have any animal as a pet, what would it be?" This usually gets them talking (it can be awkward over Zoom!) and leads to more conversation.*

*Schedules and pandemic-rules permitting, we also try to plan for at least one lunch or get together in person per term. This is just a way for us to show appreciation towards them, and also gives them another opportunity to connect outside of a computer screen.*

## Giving and Receiving Feedback

Supervisor feedback can be one of the most valuable pieces of professional development a student can receive in the workplace. Here are a few things to remember:

- Ask a specific question to solicit feedback from student employees. Asking general questions or saying "my door is always open" is vague and can result in student employees not sharing their questions and concerns.
- Balance critical feedback with positive feedback. (Example: "Great job handling that difficult interaction, you really stayed calm under pressure. In the future, you can always ask another staff person for support as well.")
- Address concerns you may have as soon as possible. A good guideline is to follow up the day you notice something, even if it's just an invite to talk briefly the next time the student is scheduled to work.

## Check-ins

Having regular, scheduled check-ins with your student employees, especially if they are working remotely, is important to allow them space to ask questions, give project updates, request support, and feel like a part of the team.

Model active listening and probe for additional reflection when needed. Some questions you could ask could include:

- What has been happening for you since we last connected?
- What challenges have you come up against, and what support do you need?
- What are your priorities for the coming week?

Setting SMART goals early on in the work term can help provide a framework for check-ins and performance reviews:



## Online platforms for Project Management:

- **Microsoft Teams&OneDrive**- platform that combines persistent workplace chat, video meetings, file storage and collaboration, and application integration.
- **Slack** - a single place for messaging, tools and files
- **Asana** - web and mobile application designed to help teams organize, track, and manage work
- **Basecamp**- platform that allows for managing teams and projects, providing updates, sharing files, and managing tasks
- **Trust** - trust that your student employees will complete their work.

## Supervisor Resource:

Check out the CIHR resource for creating an Individual Development Plan (IDP). It can be used as a framework for goal setting, career exploration and reflection.

## Work Study

[workstudy.ok@ubc.ca](mailto:workstudy.ok@ubc.ca)

Content adapted from UBC Work Learn, Vancouver Campus



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# After the Work Term

## Student Story



**Sam (Faculty of Arts & Social Science, 4th year)**  
**URA, Urban Indigenous Research Collective**

*"My experience at UBC has been really positive and I feel as though this Work Study position is a big part of that. It's given me a window into what it's like to be a researcher and how respectful community engagement takes place and what it looks like. It's been a really transformative experience because I've had the opportunity to be involved in fields of study and spaces that are new to me."*

## Celebrate

Work Study experiences have a significant impact on students' personal, professional, and/or academic aspirations, with over 89% of students reporting feeling more prepared for their career as a result of their position. It is important to recognize their efforts and achievements during the work term.

## Wrapping Up & Reflecting on The Role

Reflection is a crucial step in the learning process, for both yourself and your students. Invite your student to participate in an exit interview before the work term is over to help them transition out of the role, wrap up any loose ends, and for you to learn about changes you may want to make to the role, the workplace, and/or your supervision.

Some questions you might want to consider:

- What are some highlights from your Work Study experience?
- What are some skills you've gained over the course of your work, and what areas of interest do you think you'd like to pursue in a future position?
- What impact has this experience had on your personal, academic and career goals?

See how other post-secondary institutions are utilizing reflection through the [CERIC Wayfinder Tool](#) for reflective practice.

## Resources:

British Columbia Employment Standards Act	The law in B.C. sets standards for payment, compensation and working conditions in most workplaces.
UBC HR - Hiring Student Employees	This site provides information to administrators for planning, hiring, and managing a student employee.
UBC HR Advisory Services	Advisory staff can support with expertise with HR issues, such as interpreting the collective agreements and handbooks, day-to-day staff management concerns, and employee relations.
UBC Work Study	Contact us if you have any questions related to your Work Study experiences or need guidance on where to escalate concerns.
Supervisor Feedback	Provide us with feedback to help inform program changes, resource creation, and supports.

