



Corporate Work Study Supervisor Handbook



General Contact Information

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Phone Number

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to contact CWS team directly, press 2

If the matter is urgent and/or you are unable to reach a team member by their phone extension, please call the main school telephone at 415-824-2052. Our Front Office will ensure your message is promptly relayed to the appropriate team member.

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Program Overview

ICA Cristo Rey Academy provides students from underrepresented communities in the region with a rigorous college prep education and a unique **Corporate Work Study Program (CWS)** in which students work as Student Associates at over 90+ companies in the San Francisco Bay Area. Program fees paid by these companies or individual supporters offset the cost of tuition for our students and enable our school community to serve families that would not typically be able to afford a private high school education.

Participation in the Corporate Work Study Program is a required component for all students enrolled at ICA Cristo Rey Academy ("ICA").

To formalize this participation, a written agreement is established between the Student Associate, their parent or guardian, and the ICA San Francisco Work Study Inc ("ICAWS"), a California not-for-profit corporation. This agreement outlines the terms, expectations, and responsibilities related to the student's involvement in the Program, which is an integral part of enrollment at ICA Cristo Rey Academy. Copies of the signed agreement are retained by both ICAWS and the sponsoring partner organization where the student is placed.

ICAWS serves as the official employer for all student job placements through the ICA Cristo Rey Academy Corporate Work Study Program.

As the employer, ICAWS manages all I-9 employment verification requirements before Student Associates begin work at their assigned job sites. Copies of work permits are retained by both ICAWS and the sponsoring partner organization where the student is placed. If a Sponsor requires additional onboarding steps - such as health screenings, or non-disclosure agreements (NDAs) - these must be communicated directly to ICAWS. Our team will coordinate with Student Associates and Sponsors to ensure that all onboarding requirements are completed efficiently and on time.

ICAWS affirms that its employment of minors complies with the youth employment provisions of Federal and California state labor laws, including the applicable minimum wage provisions contained in Section 6 of the Fair Labor Standards Act (FLSA) and work-study program standards under 29 CFR § 570.37. Pursuant to these standards, student duties are restricted to office and professional tasks, and students are strictly prohibited from performing manual labor, food service or preparation, or hazardous activities.

Under California child labor laws and Department of Labor guidelines, Student Associates are strictly limited to working their designated CWS hours. Students are never permitted to work overtime, weekend hours, or outside their scheduled CWS shift without express written permission from ICAWS.

2026-2027 School Holidays

The Student Associates begin work August 25, 2026 and conclude May 20, 2027. 9th-grade Student Associates will begin work with Sponsors on October 5, 2026 to allow for six additional professional development training days provided by ICAWS.

The program asks that Sponsors allow the student workers to have the following scheduled school holidays off from work:

1. Labor Day - Monday, September 7, 2026
2. Indigenous Peoples Day - Monday, October 12, 2026
3. Veteran's Day (Observed) - Monday, November 9, 2026
4. Thanksgiving Break - Wednesday, November 25, 2026 - Friday, November 27, 2026
5. Semester 1 Finals - Monday, December 14, 2026 - Friday, December 17, 2026
6. Christmas Break - Monday, December 21, 2026 - Monday, January 4, 2027
7. Martin Luther King Jr. Day - Monday, January 18, 2027
8. President's Day & Retreat Week - Monday, February 15, 2027 - Thursday, February 18, 2027
9. Easter Break - Thursday, March 25, 2027 - Friday, April 2, 2027

Sponsor Holidays

If a Sponsor has a business holiday or special meeting day when a Student Associate's services are not required, the Sponsor should call or email the CWS team with as much lead time as possible. The Student Associate will remain at school to complete their work day.

Job Placements

ICAWS oversees all placement assignments for Student Associates. Assignments are determined based on the Student Associate's abilities, attitude, interests, and the availability of suitable placements. The goal is to create placements that are mutually beneficial to both the student and the Sponsor.

Sponsor preferences will be taken into consideration when possible; however, ICAWS retains the right to make changes to the Student Associate's placement as necessary. Any changes will be made only after consultation with the Sponsor.

Performance Concerns & Student Removal

If a Sponsor is dissatisfied with a Student Associate's performance, we encourage supervisors to document the issue on the daily time card rating and notify the CWS team promptly.

Depending on the concern, the CWS team will work with you to establish a formal Performance Improvement Plan (PIP). If performance does not improve, or if a placement is determined to be an unsuitable match, the Student Associate may be removed from the site. Following removal, the CWS team will make every effort to provide a replacement Student Associate within 10 business days.

For detailed information on the PIP process and student support steps, see Student Development on page 9.

Daily Work Logistics

Typical Team Rotation Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
9th Grade Student Associate	10th Grade Student Associate	11th Grade Student Associate	12th Grade Student Associate	No CWS; all students attending classes

Note: Work day schedules may be adjusted due to mandatory student retreats, the 17th Annual Business Lunch, and AP Testing in May. Advance notice will be given.

Daily Work Schedule

Depending on their transportation schedule, Student Associates will arrive at work somewhere between 8:45 a.m. and 9:30 a.m. and will be picked up/dismissed between 3:15 p.m. and 4:30 p.m, depending on the distance of their job site from ICA.

Remote Work & Office Closures

Student Associates are required to work on-site at their assigned Sponsor location. Remote or hybrid work arrangements are generally not permitted unless explicitly pre-approved by the CWS Team. If your office is closed unexpectedly (e.g., severe weather, facility maintenance, or company-wide remote days), please notify the CWS Team as soon as possible so the student can report to ICA's campus for their workday.

Lunch Time and Breaks

In compliance with Department of Labor and California state guidelines, Student Associates receive meal and rest breaks aligned with your company's standard schedule. We recommend a 30-minute unpaid lunch break and two 15-minute paid rest breaks during the workday.

Please review your team's break schedule and off-site expectations with your Student Associate on their first day. Permissibility for leaving the office premises during breaks is governed by your organization's signed CWS Sponsor Agreement. If a Student Associate consistently struggles to adhere to break times or expectations, please notify the CWS Team promptly so we can support and guide them.

Travel/Transportation

Morning Transportation

ICAWS facilitates morning transportation for Student Associates traveling to their job sites via public transit, van routes, or chaperoned walking routes.

Morning Direct Commute: Student Associates may opt to commute independently on a case-by-case basis with prior parent/guardian approval. Under Morning Direct Commute, Student Associates travel to their job site without ICA or ICAWS supervision. They must report and confirm their arrival via email to the CWS team by 9:15 a.m.

Student arrival times generally stabilize after the first few workdays. However, transit delays or traffic may cause occasional fluctuations. If a Student Associate has not arrived by their expected time and you have not received an update, please document the occurrence on their time card and contact the CWS team directly.

Afternoon Transportation

ICAWS facilitates afternoon transportation for Student Associates returning to campus via public transit, van routes, or walking routes.

Afternoon pickups typically occur between 3:15 p.m. and 4:30 p.m. We kindly ask Supervisors to ensure Student Associates are dismissed promptly at their designated end time so they do not miss their scheduled transport.

Afternoon Direct Commute: With parent/guardian approval, eligible Student Associates may participate in Afternoon Direct Commute, allowing them to depart their job site independently without ICA or ICAWS supervision. Student Associates with direct commute privileges are still required to complete their full workday and may not leave or be dismissed early unless explicitly requested by the CWS team.

Off-Site Travel Guidelines

In cases where off-site travel is necessary for a work event, Sponsors may request permission to transport a student via public transportation or rideshare. If transport by car is requested, it is required that two adults be present in the vehicle. When applicable, this includes a rideshare driver. It is not permitted that students travel via personal vehicles. Please submit such requests at least a week in advance when possible to allow for adequate communication with students and families.

Attendance

Each student is expected to attend work on every workday. The CWS team will inform the Sponsor of any student absences as soon as possible, which may occur as late as the morning of the student's scheduled work day. **If a student does not arrive on a scheduled work day and the Sponsor has not heard from the CWS team, the Sponsor should notify the CWS office immediately.**

Work Absences & Make-Up Days

Student Associate absences are only excused according to official school policies. When an absence is unexcused, the Student Associate is required to make up the lost work day, provided that the Sponsor can accommodate them. Students are responsible for reaching out to their supervisor directly to request and schedule a make-up date that fits your team's availability. You can reference pre-approved make-up dates on the CWS Calendar via the Supervisor Portal or by emailing partnerships@icacademy.org. Once you and the student agree on a date, the student must notify CWS staff so we can issue a timecard and credit.

Illness & Emergency Protocols

If a Student Associate becomes ill at work, the Sponsor is asked to call the CWS team. The CWS team will notify the parent/guardian of the student associate. Once the parent/guardian has been contacted,

the CWS team will connect with the Sponsor to alert them of next steps. If a student leaves before 12 noon, it will be considered a full make-up day. If the student leaves after 12 noon, it will be considered a half make-up day.

In the event of a medical emergency, immediately dial 911 and provide necessary aid. Once the student is safe, notify the CWS Team immediately. Because ICAWS is the primary employer of record, all workplace injury claims and workers' compensation procedures must be coordinated directly through ICAWS.

School Activities & Athletics

School activities and athletic events must not interfere with a student's work schedule. Work commitments always take priority, and students are not permitted to miss work for extracurricular activities or travel to extracurricular activities. Sponsors should note that students are never authorized to miss work for school events unless the request comes directly from the CWS team.

Site Visits

Per our agreement with the Department of Labor, ICAWS must perform two site visits a year. The goal of site visits is to connect with supervisors and see firsthand the Student Associate's workplace. The visit is a great time for ICAWS to gain insight on the student(s)' work performance. Sponsors are **encouraged to complete all outstanding time cards prior to this site visit** as feedback noted on the time cards will be discussed between the CWS team and supervisor during the visit. The CWS team will reach out to supervisors to schedule a time for the visit.

Performance Evaluation

Grading

The Corporate Work Study Program is part of ICA Cristo Rey students' coursework and is graded on the academic scale. Students' grades are based on **attendance, work performance, and completion of curriculum assignments** focused on areas of personal and professional development.

Daily Performance Ratings

Daily performance ratings are based on a Student Associate's initiative, efficiency, accuracy, and attitude in the workplace. The rating is based on a five-point scale with a score of (1) signifying that a student performed unsatisfactorily and a score of (5) signifying that a Student Associate had an exceptional performance.

We ask supervisors to do their best to fairly evaluate the Student Associate on their performance for the day. If a Student Associate does not meet expectations, please indicate it on the time card so the CWS team can work with the supervisors to address the issue. An explanation of the time card submission process can be found in [Appendix A](#).

Supervisors' daily time card approval is a requirement per the Department of Labor and continued partnership with ICAWS.

Student Associate Performance Reviews (SAPR)

Student Associate Performance Reviews (SAPR) take place twice a year. The CWS team will email supervisors and provide a link to complete the performance review online. The first SAPR will be requested in early December and will affect the first semester grade for each student. The second SAPR, sent out in late April, serves as the student's final review for the year and will affect their second semester grade.

Sponsors are asked to make honest and forthright evaluations of a Student Associate's performance. Students will receive their performance reviews with their semester report cards.

Supervisors' completion of student performance reviews is a requirement per the Department of Labor and continued partnership with ICAWS.

Student Curriculum Assignments

ICAWS aims to enrich the Student Associate's work experience through assignments that challenge students to better understand expectations, set goals, ask for feedback, self-reflect, and develop their professional character.

While the majority of the curriculum is designed for independent completion or during academic hours, there will be an assignment or two during the year that require the participation of the Sponsor. It is the Student Associates' responsibility to connect with their supervisor regarding coursework and schedule meeting times that work best for their supervisor.

Student Development

Performance Management & Support

When a supervisor expresses significant or ongoing concerns regarding a Student Associate's performance, the CWS team will implement a Performance Improvement Plan (PIP). This process ensures the student receives targeted feedback and structured support to meet workplace expectations. Through this process, the CWS team will collaborate with other departments of ICA Cristo Rey Academy, such as Academics or Counseling.

Process Steps

- Plan Development: The CWS team will collaborate with you to define clear performance goals and measurable targets for the Student Associate.
- Student Commitment: The CWS team reviews the PIP with the Student Associate and their family. Both the Student Associate and a parent/guardian must sign the document to confirm their commitment to meeting expectations.
- Progress Review: The Student Associate is evaluated over an agreed-upon timeframe to measure progress against the plan's goals.

Resolution & Next Steps

- Sustained Improvement: If the Student Associate successfully meets the goals outlined in the PIP, they will remain in their current placement.

- **Placement Reassignment or Removal:** If performance does not improve within the specified timeline, the Student Associate will be removed from the assignment. The CWS team will make every effort to provide a replacement Student Associate within 10 business days.

Note: In rare or severe circumstances, CWS will accommodate a supervisor's request for an immediate student associate removal without a PIP period.

Program Policies

Parent/Guardian Engagement

ICAWS has a vested interest in both the continued satisfaction of its Sponsors and the continued success of its students in their work experience. The program will act as mediator in difficult situations between the Sponsor and the student. If parents/guardians reach out to a Sponsor with questions or concerns, the Sponsor should direct them to the CWS team.

Anti-Harassment, Non-Discrimination & Equal Opportunity

ICAWS is committed to providing a safe, respectful, and inclusive environment for all Student Associates. We strictly prohibit harassment, discrimination, or inequitable treatment based on race, color, religion, sex, gender, gender identity or expression, sexual orientation, national origin, ancestry, disability, or any other protected characteristic under federal, state, or local law.

Reporting & Incident Handling:

- If a Student Associate reports an incident or if a Supervisor becomes aware of potential misconduct, discrimination, or harassment involving a student, please notify the CWS Team immediately.
- ICAWS will promptly partner with the Sponsor's Human Resources department to conduct a full, fair, and confidential review in accordance with company policy and applicable legal standards.
- ICAWS reserves the right to implement immediate interim safety measures, including temporary or permanent reassignment of a Student Associate, to ensure their well-being throughout the process. Retaliation against any student who reports misconduct or participates in an investigation is strictly prohibited.

Confidentiality & Data Security

Student Associates are expected to adhere to your organization's confidentiality guidelines and security protocols. While students may handle sensitive office records as part of their duties, they should not be granted access to high-risk sensitive data (e.g., unencrypted financial passwords, confidential personnel files, or HIPAA-protected health records) without proper supervision and prior clearance through the CWS Team.

Student Media & Photo Usage

We love seeing our Student Associates highlighted in company newsletters, social media, and internal communications! However, to protect student privacy and comply with school consent protocols, Sponsors must obtain prior written approval from the CWS Team before publishing or sharing any photographs, videos, or names of Student Associates in external or internal company media.

Cell Phone & Technology Use

Professional workplace habits start with minimizing electronic distractions. At school, student associates are expected to store their phones in designated class phone cubbies during instructional time and may only use them during scheduled breaks.

In the workplace, we strongly encourage Supervisors to establish a clear phone and technology policy that aligns with your company's culture and expectations. Please communicate your policy directly to your student associate on their first day and let the CWS team know if you encounter any ongoing issues.

Gifts & Financial Support

Sponsors are welcome to offer modest gifts or tokens of appreciation to Student Associates (such as holiday treats, birthday cards, or small gift cards), though this is entirely voluntary.

To ensure compliance with workplace program standards, gift-giving should remain reasonable and professional. If a Sponsor wishes to support a Student Associate in a broader financial or philanthropic capacity (e.g., funding tuition assistance or direct sponsorship), please contact the CWS Team directly so we can facilitate this appropriately through the school.

Direct Hiring & Outside Employment

To protect CWS program guidelines and student academic schedules, Sponsors may not directly hire or solicit Student Associates for independent, weekend, or summer employment without prior written authorization from ICAWS.

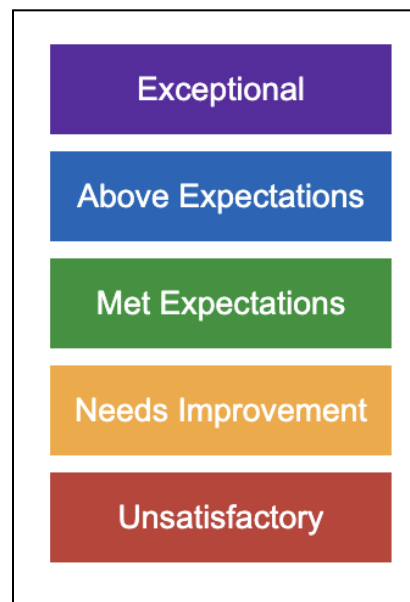
Appendix A

Providing Time Card Feedback

When a student submits their time card, their supervisor for that day (up to three supervisors may be listed) will receive an email requesting a performance rating and feedback. The email will have the subject line:

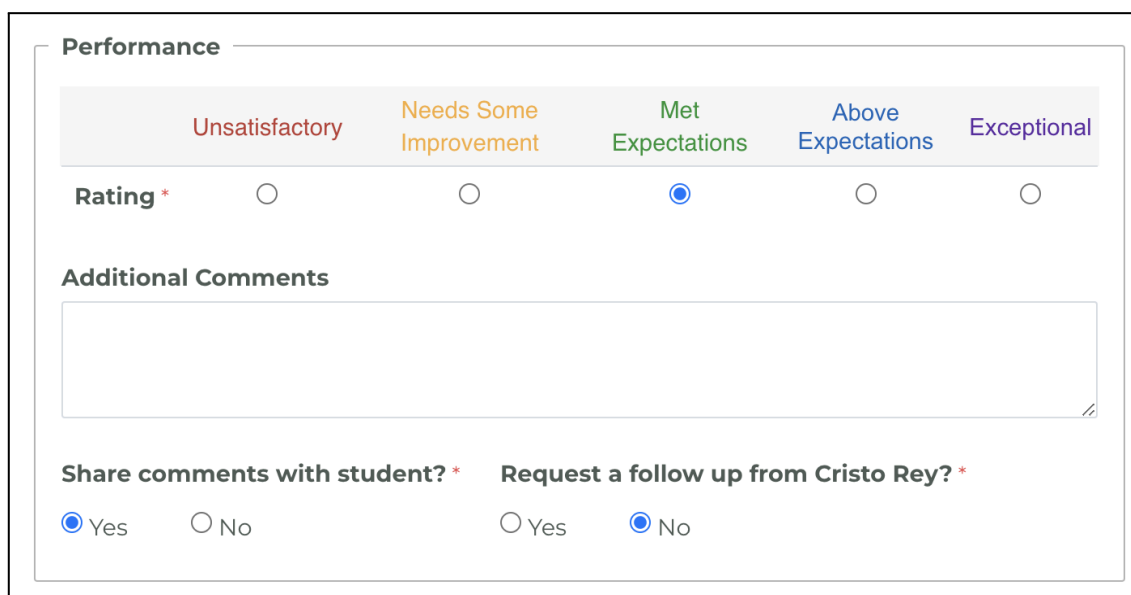
Time Card Feedback for [Student Name] on X/XX/20XX.

Students are to complete their time card at the end of their work day. If a student does not submit their time card on the same day, the designated supervisor will still receive an automated email requesting feedback. Even if the time card shows that the student has not yet completed their section, **supervisors are still encouraged to complete their portion to ensure compliance with Department of Labor requirements.** After selecting a rating, a new window will open with additional feedback options.



Exceptional
Above Expectations
Met Expectations
Needs Improvement
Unsatisfactory

Note that we **encourage supervisors to provide honest feedback** on your student's performance for the day, as it will directly impact their overall daily performance grade. By default, **your comments will be shared with the student.** If you prefer that your feedback remain confidential - particularly in cases involving performance concerns - please select "No" and Request a follow up from Cristo Rey, as outlined in the following question. CWS will contact you shortly.



Performance

Unsatisfactory	Needs Some Improvement	Met Expectations	Above Expectations	Exceptional
☐	☐	☒	☐	☐

Rating *

Additional Comments

Share comments with student? * ☒ Yes ☐ No

Request a follow up from Cristo Rey? * ☐ Yes ☒ No