This manual describes the Federal Work Study (FWS) program at GW and your role as an employer of students in this program. In this context, “Student Employment” refers to students who are employed part-time in hourly wage positions; this includes Federal Work Study (FWS) jobs.
## Table of Contents

- **WELCOME TO THE OFFICE OF STUDENT EMPLOYMENT AT GW** ................................................................. 3  
- **STUDENT EMPLOYMENT BASICS FOR GW OFF-CAMPUS FWS EMPLOYERS** ..................................................... 4  
- **ACCEPTABLE WORK HOURS AND SETTING WORK SCHEDULES** ............................................................................. 5  
- **WHAT TYPES OF WORK DO FWS STUDENTS DO?** ................................................................................................. 6  
  
  - Restrictions on the tasks a FWS student can perform ................................................................................. 6  
- **BEFORE YOU CAN HIRE: FIRST STEPS** ....................................................................................................................... 6  
- **FINDING STUDENT EMPLOYEES** ............................................................................................................................ 7  
  
  - Writing an appealing job description for student employees ........................................................................... 7  
- **SUGGESTED STUDENT WAGE RATES** ....................................................................................................................... 8  
- **INTERVIEWING STUDENT EMPLOYEES** ....................................................................................................................... 9  
- **MAKING A JOB OFFER** ................................................................................................................................................. 9  
- **HIRING A STUDENT EMPLOYEE** .......................................................................................................................... 9  
  
  - What you need to do to get your student hired as a University employee ........................................ 9  
  
  - What your student needs to do to get hired ........................................................................................ 10  
- **BRINGING YOUR NEW STUDENT EMPLOYEE ONBOARD** ......................................................................................... 10  
- **KRONOS AND GETTING STUDENT PAID** ...................................................................................................................... 11  
- **MONITORING FWS AWARD BALANCES** .................................................................................................................... 12  
  
  - What if a FWS student runs out of FWS money? ......................................................................................... 12  
- **REQUESTING A RATE CHANGE** .............................................................................................................................. 13  
- **PERFORMANCE RECOGNITION AND EVALUATIONS FOR STUDENT EMPLOYEES** .................................................. 13  
- **HANDLING DISCIPLINE ISSUES AND OTHER HR CONCERNS** .............................................................................. 13  
- **TERMINATING STUDENT EMPLOYEES** .................................................................................................................... 13  
- **QUESTIONS WE ARE OFTEN ASKED** .......................................................................................................................... 14  
- **APPENDIX 1: SAMPLE EMPLOYMENT AUTHORIZATION FORM (EAF)** .............................................................. 16  
- **APPENDIX 2: HOW TO POST JOBS IN HANDSHAKE** ............................................................................................... 17  
- **APPENDIX 3: HIRING SEQUENCE** .......................................................................................................................... 18
WELCOME TO THE OFFICE OF STUDENT EMPLOYMENT AT GW

ABOUT THE OFFICE OF STUDENT EMPLOYMENT

• We are part of the GW Center for Career Services.
• We help to connect students with temporary, part-time, hourly wage jobs that are offered by departments of the George Washington University (or its pre-approved off-campus Federal Work Study partners if students are participating in the Federal Work Study program).
• We perform the hiring and termination functions for student jobs.

MORE OF WHAT WE DO

Provide students with the resources necessary to locate the jobs that suit their skills, interests and schedules. We do that by:
• Maintaining the Handshake job listings for Student Employment jobs at GW.
• Providing guidance to staff members of GW departments about how to recruit and supervise student employees.
• Manage the off-campus FWS program; including hiring, payroll, check distribution, terminations, and invoicing.
• Providing informational materials about Student Employment issues.
• Performing the hiring function (Form I-9, tax and payroll forms, creation of Banner employment record) for student employees.
• Managing many of the behind-the-scenes processes related to the heavily regulated Federal Work Study employment program.
• Working together with GW departments including Human Resources, Human Resources Information Systems, Office of Student Financial Assistance, Information Technology, Payroll Services and more to ensure a meaningful, efficient and compliant student employment experience.

WHERE TO FIND US

We are located within the Center for Career Services in Colonial Crossroads on the 5th floor of the Marvin Center at 800 21st Street, N.W.

OUR OFFICE HOURS

Our office hours are Monday through Friday, 9:00 am through 5:00 pm. Summer hours may vary.

HOW TO CONTACT US

• Phone, 202.994.8046
• Fax, 202.994.6011
• Email, gwse@gwu.edu or fws@gwu.edu

MEET OUR STAFF

• Bridget Schwartz, Associate Director for Student Employment
• Alia Rikabi Zein, Senior Coordinator for Student Employment
• JoEllen Finley, Coordinator for Student Employment
• Rebecca Lynch, Coordinator for Student Employment
STUDENT EMPLOYMENT BASICS FOR GW OFF-CAMPUS FWS EMPLOYERS

FWS Employment Explained

- **Federally-funded**: FWS is a federally funded work program with oversight provided by the U.S. Department of Education.
- **Need-based**: Students must apply through GW’s Office of Student Financial Assistance (the financial aid office), referred to here as “OSFA.” Only students who apply for federal financial aid through OSFA and are found eligible by OSFA will receive FWS funds. OSFA determines whether or not a student is eligible and how much FWS funding an eligible student receives. *Neither SE nor the Center for Career Services plays any role in the decision.*
- **Pre-approved work sites**: FWS funds can only be earned at pre-approved work sites.
- **Annual FWS Participation Agreement**: Non-Profits and government organizations are eligible to apply to be part of the FWS program. Organizations must apply annually in the summer by submitting a Federal Work Study Participation Agreement and position description form. A FWS committee comprised of members outside of the Center for Career Services selects the organizations who will participate during the upcoming year.
- **Limit on amount earned through FWS**:
  - Each student is awarded a certain dollar amount in FWS funding by OSFA. A student who is awarded $2,000 in FWS funds by OSFA may earn up to (but not more than) $2,000 at a FWS job.
  - This amount can be earned throughout the FWS program year and does not need to be earned 50% in the Fall and 50% in the Spring semester.
  - You and your student are responsible for knowing how much FWS money remains to be earned at any point during the program year. We provide you with tools to track the remaining FWS award balance.

- **Program dates**: Sunday, August 27, 2017 through Saturday, May 19, 2018. There is no summer FWS program.
- **GW is the employer of record**: We hire the students onto our payroll and assume responsibility for the federal Employment Eligibility Verification Form I-9 and tax forms.
- **Funding split**:
  - Each university determines the percentage of a FWS student’s wage to be paid by the employer and the percentage to be funded with federal money.
  - GW’s current split is 75/25 – 75% of a student’s wages will be paid from the University’s FWS fund.
  - Your organization will pay 25% of the student’s wage up to the point where the student has earned the maximum amount of FWS money awarded to him or her by OSFA.
  - An 8.3% fringe fee is added to your organization’s 25% portion. This fringe fee is set by GW’s Budget Office and is charged to all University departments employing part-time hourly employees. For purposes of the FWS program, your organization is treated like a University department in this regard.
  - You will be invoiced at the end of the program year for your portion of the earnings.

- **Funding split ends**: either when the student earns the amount of his or her FWS award, or when the program ends in mid-May, whichever comes first.
- **In rare cases, a student’s FWS award may change**: On rare occasions, OSFA may adjust a student’s financial aid package in a way that reduces the FWS award. Only the student himself or herself will be notified by OSFA. Make a point to ask your student regularly if he or she has noticed any changes.
- **Students will bring you proof of FWS eligibility**:
  - The proof is a single-page GW-generated document called an EAF – Employment Authorization Form (Appendix 1).
  - Only the student can generate his/her own EAF because secure passwords are required.
  - An EAF is unique to its student owner: it displays the student’s name, GW student identification number (called the “GWid”), FWS award amount and FWS funds balance as of the print date.
  - Each student who comes for a FWS job interview should bring you an EAF that has been printed very recently.
  - EAFs can be printed from any computer with an internet connection (but only the student can print the EAF).
ACCEPTABLE WORK HOURS AND SETTING WORK SCHEDULES

How many hours can a student work?
- Students may work up to 25 hours per week (total hours for all GW campus jobs combined) when classes are in session.
- Students may work up to 40 hours per week (total hours for all GW campus jobs combined) during academic breaks.

Setting your student’s work schedule:
- The student’s schedule is jointly determined by you and the student.
- Students cannot work during scheduled class hours.
- A typical schedule for a freshman is about eight (8) hours per week.
- Explain your expectations about working hours during exam preparation periods, University holidays, holidays at your organization, extended breaks (winter break, spring break), and unexpected closures at the University or at your organization.
- You should expect that students’ schedules will change from semester to semester as their class schedule changes. Ask your student about scheduling changes for the Spring semester before the Fall semester ends if that student will continue to work for you during the spring.

Calculating how many hours a FWS student can work before FWS funds run out:
PLEASE REMEMBER:
- Your FWS student’s wages are subsidized by the federal government – but only up to the limit of the FWS award this student has been given by GW’s OSFA.
- Once a FWS student earns gross wages (100% of wages before taxes are withheld – the hourly rate multiplied by the number of hours worked) equal to his or her FWS award, the federal subsidy stops.
- If you wish to continue to employ a FWS student after the FWS funds have been used up, you must hire him/her directly onto your organization’s payroll.

To determine how many hours your FWS student can work, follow these steps:

1. **Start with the current amount of the student’s FWS award – ask your student to print a current EAF.**
   - The student’s EAF (Employment Authorization Form) will show you both the original award amount before any money has been earned and the remaining balance as the year progresses.
   - If you are viewing an EAF after a student has already earned FWS money, deduct the dollar amount of any outstanding paychecks/hours from the remaining balance shown on the EAF.
   - The EAF’s remaining balance is accurate as of the last paycheck received. If another paycheck is outstanding, the remaining balance must be reduced by the amount of that outstanding check.
   - **Example: Student has a $2,000 FWS award. No paychecks are outstanding.**

2. **Know the hourly wage you will pay this student.**
   - **Example: $10 per hour**

3. **Divide the student’s FWS award amount by the hourly wage rate.**
   - **Example: $2,000 / $10 per hour = 200 hours of work during the year**
   - This is the number of hours the student can work until the end of the FWS program.

4. **Know the number of work weeks that the student is likely to work during the year.**
   - If you are making this calculation near the start of the Fall semester, use 35 weeks. This takes GW holidays and breaks into account.
   - **Example: 200 hours / 35 work weeks = 5.7 hours per week.**
   - **Your student can work about 6 hours per week if you are counting on the FWS award lasting through the end of the program year.**

Communicate with your FWS student about what to expect if he or she runs out of FWS funds.
If you know that your organization cannot hire the student directly onto your organization’s payroll after the FWS money is used up, give the student adequate notice in case he or she needs to look for another job. Conversely, tell the student if your organization does plan to hire them onto your payroll.

**WHAT TYPES OF WORK DO FWS STUDENTS DO?**
Student employees perform general office tasks including greeting walk-in clients, answering phones, checking voicemail, responding to emails, explaining the function and resources of the office and assisting staff members as needed. Many students perform basic IT functions including the setup and breakdown of audio/visual equipment. Students are told by our office not to expect to do homework on the job. Please make your expectations clear concerning what you want your student to do during downtime or slow times.

**Restrictions on the tasks a FWS student can perform**
- FWS students cannot displace regular employees.
- FWS students cannot construct, operate or maintain any part of a building used for religious worship.
- Note: These are federal guidelines.

**BEFORE YOU CAN HIRE: FIRST STEPS**

**Complete a FWS Participation Agreement**
If you would like to hire FWS students, your organization must apply to participate by submitting a new FWS Participation Agreement each year. The new agreement becomes available during the early summer once we have finished closing out the previous year’s program.

**Confirm your access to Handshake**
Handshake is the software system GW has purchased to manage career activities, including job postings. You will log into Handshake to post FWS that you need to fill. Handshake is managed by the Center for Career Services but the SE group will serve as your first point of contact for basic issues. Each job that you intend to fill must be posted in Handshake, even if you already know who you’ll hire into that position. This is why:
- We are required by the U. S. Department of Education to maintain a job description for every FWS job offered. The Handshake job posting serves as that record.
- The Handshake posting is the University’s record of what an employee (a student employee) has been hired to do while employed by the institution (remember the GW is the employer of record while the student is at your site).
- Posting a job in Handshake – including the number of openings per job – is the only way we can track employment statistics. We are required to report various statistics on the FWS program, and University administrators require certain student employment statistics that your job posting allows us to collect.

**Please note:**
- You will not be allowed to post jobs in Handshake until you have been accepted into the FWS program.
- FWS jobs “go live” (appear online) in Handshake in mid-July.
- Put the letters FWS in front of your job title. For example: FWS Circulation Assistant.
- If you’ve worked with us in the past, you may wish to rehire your previous student into a FWS job. Even if you already know whom you intend to hire for a certain job, you must still create a Handshake job posting for this position. To prevent the job from being advertised (which means you’d receive applications you don’t need) please insert the words DO NOT POST before the job title. For example: FWS Circulation Assistant \(\rightarrow\) DO NOT POST FWS Circulation Assistant.
FINDING STUDENT EMPLOYEES

There are two methods of recruiting student employees:

1. Online job posting – Handshake
   Students are continually urged to check Handshake for jobs. Select the FWS OFF-CAMPUS box when you are creating your job posting. This helps students locate your jobs when they conduct a Handshake job search. You can view Handshake job posting instructions in Appendix 2. This sheet explains how to post, edit and remove jobs and answers FAQs about Handshake.
   - You can remove your posting at any time by changing the end date, but please do not archive the job. If you do this, you will no longer be able to access the posting.
2. Networking
   Ask previous student employees to recommend job candidates.

Writing an appealing job description for student candidates

- Sample job descriptions can be found for a multitude of position types in Handshake. Job posting templates can be found in Handshake under JOBS > NOT POSTED. You can use this template by clicking on the posting and then select DUPLICATE JOB, then adjust the template to include your department-specific information.

- Give your job a descriptive title. This matters to student job seekers. When a student views job listings in Handshake, the job title and employer name are what he or she initially sees. If your organization’s name alone isn’t enough to entice a student to “click” on your job (and open the detailed description) then the job title must be appealing. Your prospective student will see hundreds of jobs titled “Office Assistant.” To distinguish your position from the others with the same title, consider titling yours “Research Assistant – Demographic Trending Project” or “IT Solutions Assistant” or “Library Circulation Assistant.”

- PLEASE: Do not use the word “Intern” in your job description/title. This term leads students to expect a different type of experience that focus more on learning than work. Use “Assistant” if you need a generic term to apply to the person who’ll perform the job.

- Write the description so that a prospective student can envision himself or herself performing the job. Undergraduate students, who comprise the majority of student employees at GW, do not always arrive on campus with prior work experience. You might assume that “general office duties” is well understood by students – this is not the case. Spell out the tasks that the student will actually perform.

- Address the student as you write. Pull the student reader into the scene. Say “You will answer the department’s main phone line, transfer calls to the appropriate staff member and check the voicemail when you first arrive and just before you leave. Voicemail messages will be recorded in a written log book kept at the front desk.” This is more meaningful to a student than “The student assistant will handle the phones.”

- Describe how the student’s role contributes to the functioning of the department. Students are likely to stay focused even when tasks are repetitive if they understand the importance of that task to the larger mission. For example: “By accurately transferring calls, you make it possible for the patient to schedule important treatment as quickly as possible.”

- Describe the transferable skills a student will acquire at this job. For example: “You will improve your customer service skills and ability to interact with a variety of constituents.”
SUGGESTED STUDENT WAGE RATES

• Each organization determines the wage rates for a specific student position. You must pay at least the District of Columbia’s minimum wage of $12.50 per hour. There is no “university-wide standard” nor does the Center for Career Services “approve” or assign student wage rates. Our Automated Hire System is programmed to require additional approval if a wage of $25/hour or more is requested.

• A student’s pay rate is determined by the complexity of the position, taking into account the skills necessary to perform a specific job. The rate cannot be based on the student’s FWS award amount.

• The following five “steps” are provided as suggestions to our on-campus university departments. Historically off-campus FWS jobs have paid a dollar or two higher than a comparable on-campus position to reflect the fact that students may incur transit expenses commuting to off-campus locations. You are not required to consider this when setting wages, but keep it in mind if you find that you are not attracting as many applications as you would like. Please note that you are required to pay at least the District of Columbia minimum wage of $12.50 per hour.

• Remember that your expense will be 25% of the hourly wage rate (as long as the student does not earn more than his or her FWS award amount) plus the 8.3% fringe fee.

**Step 1: $12.50 per hour**
Little or no special skills, education, or experience required. Little or no training is necessary to prepare the student for the job. The position consists of routine tasks with minimal responsibility. Students are well supervised.

**Step 2: $13.00 - $14.00 per hour**
One year of previous experience, education or the equivalent skill is required. Minimal training required to prepare the student for the job. Students are usually supervised.

**Step 3: $14.00 - $15.00 per hour**
Two years of previous experience, education or the equivalent skill is required. Employee must have some special skills and job-related experience. Training is usually necessary. Employees work with some supervision.

**Step 4: $15.00 - $16.00 per hour**
More than two years’ previous experience, employment or equivalent skill is necessary, in addition to a high level of job-related competency. Students work with some supervision.

**Step 5: $16.00 - $20.00 per hour**
Previous skills, training or experience is needed. Specialty jobs require advanced training or previous professional experience. Students work with very little to no daily supervision, although regular supervision is available and provided.
INTERVIEWING STUDENT EMPLOYEES

- Each organization decides how to handle the interview process. Explain the following when you schedule an interview:
  - How do you expect the student to dress?
  - What materials should the student bring to the interview?
    - Every FWS student should bring a current EAF to the interview. This is your assurance that the student is indeed part of the FWS program.
    - If your FWS candidate arrives without an EAF, please let him or her print one from a computer in your office.
  - How long will the interview last and who will the student meet with?
  - What is the street address of the interview location? Keep in mind that new students may not be able to judge the travel time between points on campus and your organization.
  - Ask for specific examples of how your candidate has used certain skills in the past (if you require certain skills).

MAKING A JOB OFFER

- Your organization will determine the method in which you offer a student a job.
- Make certain that your student understands and agrees to the terms of the offer – job description, work schedule, and hourly wage.
- If you are offering a FWS job, be sure you have viewed the student’s current EAF and that he or she does indeed have an active FWS award.
- You do not need our permission to extend a job offer to a particular student.
- **MOST IMPORTANTLY**: Understand that a job offer DOES NOT MEAN THAT THE STUDENT HAS BEEN HIRED AS A GW FWS EMPLOYEE YET.
  - Your student cannot legally begin working until we have hired him or her as a University employee.
  - Advise your student that he or she may need to visit the Center for Career Services to complete required employment paperwork. The student will receive an email from us if this is required. (See note below about returning students).
- **THE STUDENT MAY ONLY BEGIN WORK AFTER (1) the student receives an email from the University’s Oracle system with the subject line “Your Employment Record Has Been Modified” and (2) you receive notification from Student Employment that the student may start work.
  - These emails confirm that the student has been hired as a University employee and can now legally begin working.
  - Until a student has been hired by our office, the University doesn’t know this person exists in an employment context, has no employment relationship with this person (which has legal ramifications), cannot record time for this person and therefore cannot pay this person.
- Notify the students that are not selected so that they can move on with their job search.

HIRING A STUDENT EMPLOYEE

You extend a job offer. The student accepts. Does this mean the student has been “hired?” **NO!** At this point, the student has accepted a job offer – nothing more. Now it’s time to get the student hired.

What you need to do to get your student hired as a University employee

- You’ll submit completed signed copies of the student EAF form and official GW offer letter to Student Employment via the Federal Work Study Off-Campus Hire Form.
• Hiring must occur on the current date or a future date.
  There are no retroactive FWS hires – if you allow a FWS student to begin working before we’ve hired that student, hours worked your organization will be funded 100% from your budget up to the point of official hire.
• Background Screening: GW will not complete background screenings for off-campus FWS students, if your position requires a background your organization must arrange to have it completed. Please do not send the EAF before the background screening has been completed.

What your student needs to do to get hired

FIRST TIME STUDENT EMPLOYEES
These students must come to our office within three days of their official start date to complete:
(1) a federal Employment Eligibility Verification Form I-9. (a two-part electronic process)
(2) a federal tax form
(3) local tax form
(4) a direct deposit form. Direct deposit is optional but strongly encouraged.

RETURNING STUDENTS (who have previously worked for GW as a student employees)
Returning students do not need to complete new tax forms unless a change needs to be made. Most undergraduates will not need to complete another I-9. Please call us if you have questions about this at 202.994.8046.

BRINGING YOUR NEW STUDENT EMPLOYEE ONBOARD
What’s unique about a student employee?
An undergraduate student may or may not come to campus with formal work experience. Volunteer experience, student leadership activities and informal experiences can provide the foundation for a successful work experience now. We hope that your students will bring energy and a new perspective to their jobs. Please remember that students will consider themselves students above all else. Be clear about your expectations regarding doing homework at your work site, arriving on time, calling in sick or cancelling a scheduled shift on short notice, obligations during school closures (breaks and recesses as well as unplanned closures), visits from friends at work, and use of personal electronic devices at work. Make sure your student has a full-time, permanent employee to whom he or she can ask questions or report concerns. This full-time person must be identified even if a newer student will interact primarily with more experienced student employees at your work site.

Orientation and training
Each organization chooses how to orient and train new student employees. Please inform your student employee(s) about the following at a minimum:
• Name and contact information for immediate supervisor and a backup
• Names and roles of leaders in your department or group
• Operating hours
• How to clock in and out using Kronos
• Procedures for calling in when late or unable to come to work
• Expectations about scheduling during exam periods and school breaks
• Dress code for your workplace
• Policy on using personal electronic devices while at work
• Location (if any) where valuables can be securely stored while at work
• Expectations during down time or slow times (Request more work? Offer to assist others? Do homework?)
• Accepting deliveries (if applicable)
• How to greet customers (by phone, in person)
• Expected response times or completion times for tasks your student will perform
• Commonly used acronyms or specialized terms, and how to break them down for customers
• Emergency evacuation procedures. How to call for help in an emergency
• Name and contact information of full-time, permanent employee with whom student can comfortably discuss workplace concerns (if not immediate supervisor)

**KRONOS AND GETTING STUDENT PAID**

**STUDENT EMPLOYEES MUST BE PAID FOR ALL HOURS WORKED**

The Fair Labor Standards Act of 1938, as amended, prohibits employers (including schools) from accepting voluntary services from any paid employee. If you schedule your student employee for three hours but the task requires four hours to complete, you must pay the student for four hours. The student cannot volunteer or “give” you a “free” hour of labor. This applies to all paid student employees.

• **Students use Kronos** (GW’s timekeeping software) to clock hours.
  Students record their work hours by “clocking in” and “clocking out” using the Kronos system. One representative from each organization must hold a Kronos license, attend training to use the system, and manage time approval. When we complete a student hire, that student’s name will appear in your department’s Kronos display on the following day. **Establish the clock in/clock out habit immediately with your student.**

  Even if you opt to use another timekeeping system (such as hard copy timesheets), your organization’s timekeeper will still need to report the hours of work using Kronos because this is how GW Payroll Services processes paychecks.

• **Students forget to clock in and out.**
  Inevitably your student will forget to clock in or out. Explain that he or she should contact your organization’s timekeeper with the relevant date and time as soon as possible so that the correction can be made. We strongly recommend that you devise some sort of paper recordkeeping system to track hours for verification when such mistakes occur.

• **Time keeping for students who have multiple jobs at GW.**
  Your student will use the standard clocking procedure for his or her “primary job.” This requires entering only the student’s GWid and the appropriate clock code (“1” at the start and end of their shift).

• **Secondary jobs display in Kronos after first clock-in.**
  Students may have multiple positions at GW. The student’s secondary positions (not FWS) will also show up on their timecard. The secondary position’s hours will show up with a long string of number in the “transfer code column.” **DO NOT DELETE THESE HOURS!** If there are questions about whether or not the hours belong to your organization contact Student Employment for assistance.

• **It is your duty to advise student of payroll delays.**
  Every other week your organization’s timekeeper must go into the Kronos system and approve time for departmental employees. The deadline for this approval is 10 a.m. on the “departmental approval date” shown in the GW Payroll Calendar for 2017-2018. **This is not a negotiable deadline,** and failure to comply with this deadline may result in the student not being paid for their work on the correct pay day and your organizations removal from the FWS program. If any delay or action on your part causes a delay in a student’s receipt of wages, it is your responsibility to notify the affected student that payment will be delayed.

• **How your student receives his or her paycheck.**
  We strongly encourage students to sign up for direct deposit. If a student does not sign up for direct deposit (and until the direct deposit takes effect – this may take up to two pay periods), paychecks will be picked up on each pay date at the Center for Career Services. The check will not be mailed to the student.
MONITORING FWS AWARD BALANCES
When you sign the FWS Participation Agreement, you agree to monitor the earnings of all FWS students that you employ. The 75% funding match from the federal government only applies up to the limit of a student’s FWS award. If you fail to monitor a student’s FWS earnings and that student exceeds his or her award limit, your organizations is charged 100% of the wages earned in excess of the award limit.

Here’s an example:
- Your student has a $2,000 FWS award. She works enough hours to earn $2,200 with you.
  - The 75% match applies to the $2,000 in the FWS award. You pay 25% of that $2,000 ($500) plus the 8.3% fringe on that $500, for a total of $500 + 8.3% = $541.50 for the wages earned under the FWS program.
  - The student earned $200 above and beyond her FWS award limit of $2,000. You are responsible for 100% of that excess $200. The 8.3% fringe applies to your 100% contribution as well, which brings your responsibility for the $200 in excess wages to $200 + 8.3% = $216.60.
  - You would owe GW $541.50 (for FWS reimbursement) + $216.60 (for excess over the FWS award) = $758.10

- To accurately track FWS earnings, use our programmed Excel tracking spreadsheet. At the beginning of the year, you will enter each student’s name, FWS award amount (found on the student’s EAF), and hourly wage. Every two weeks, you enter the number of hours the student has worked. The sheet will then calculate how much the student has earned, deduct that from the FWS award amount, and determine the remaining balance plus how many potential hours of work remain. One-hundred percent of the gross earnings are removed from the award amount – not the 75% paid by the federal government. Please email fws@gwu.edu to request a spreadsheet.

- Ask your student to print a new EAF every month. This will show you how much money remains in the award. Please note, however, that this amount will not reflect any hours worked after the receipt of the most recent paycheck. You must manually calculate how much the student has earned since the last paycheck was received and subtract that amount to know how much money actually remains. (The Excel sheet eliminates this problem.)

What if a FWS student runs out of FWS money?
If a student runs out of FWS funds, you must not allow them work anymore hours and terminate the student's employment (see instructions below).

At that point, you may decide to hire the student directly onto your organization's payroll. If you choose to do this, the student is no longer under the auspices of the FWS program but is working directly for you. You are then responsible for 100% of the student's wages and all other aspects of the student’s employment. GW is no longer the student’s employer – you are.

If a student has questions about the amount of his/her FWS award, the student must contact the Office of Student Financial Assistance (or, for graduate students, the Office of Graduate Assistantships and Fellowships).

Terminating a FWS student before the end of the FWS
All FWS students are terminated automatically at the end of the FWS program year, in late May. To terminate a student’s employment before the FWS program year ends, you will need to complete an “Off-Campus Termination Form” and email it to fws@gwu.edu (email us to request a form). Students are only allowed to work one FWS job at any given time, so your termination must be complete before the student is able to be hired into another FWS position.
REQUESTING A RATE CHANGE

Complete and have the student sign the official [GW rate increase letter](mailto:fws@gwu.edu), an updated EAF, and [Rate Increase Form](mailto:fws@gwu.edu) and return it to Student Employment at fws@gwu.edu.

PERFORMANCE RECOGNITION AND EVALUATIONS FOR STUDENT EMPLOYEES

Performance Reviews: We encourage you to set achievable performance objectives for your students. Student performance evaluations are not required, but they can be used as a tool to establish clear expectations and provide a forum for constructive feedback. Please contact Student Employment for a current copy of the student performance review.

Student Employee of the Year: Each spring the National Student Employment Association (NSEA) sponsors a nomination process that culminates in a National Student Employee of the Year. GW participates annually and uses an online nomination form. You will receive more information from our office as the dates approach. The GW runners up and winner are recognized on stage at GW’s [Excellence in Student Life Awards](http://www.gwu.edu) in April.

National Student Employment Week: Each April NSEA also hosts National Student Employment Week. We encourage you to participate and will contact you with more information as the time period approaches. The week features a celebratory event hosted by the Center for Career Services and educational programming to help students leverage their student employment experiences. To see how we marked National Student Employment Week in April 2016, click [here](http://www.gwu.edu).

HANDLING DISCIPLINE ISSUES AND OTHER HR CONCERNS

Please contact the Associate Director for Student Employment (Bridget Schwartz, 202-994-6459, baschwa@gwu.edu) with any performance issues or HR Concerns.

TERMINATING STUDENT EMPLOYEES

You must terminate student employees when the student:

- Is no longer working for your organization
- Has run out of FWS funds
- Leaves for study aboard or summer break
- Graduates

To terminate a student's employment, you will need to complete an “Off-Campus Termination Form” and email it [fws@gwu.edu](mailto:fws@gwu.edu) (email us to request a form).
QUESTIONS WE ARE OFTEN ASKED

Can a student have multiple FWS jobs?
No, students are not permitted to have more than one FWS job at any given time. They may have one FWS job plus any number of additional jobs that are not associated with GW’s FWS program.

Can I hire FWS students for the summer months?
No, the FWS program at GW ends in mid-May each year, at the conclusion of the spring semester. The FWS federal match is not available during the summer months.

Does my student have to use 50% of the FWS award in the fall and 50% in the spring?
No. The amount of the award may be earned at any point during the academic year as long as working hours do not interfere with class hours and the 25 hour per week recommendation is observed.

Can my FWS student get additional FWS funds when the initial amount has been used up?
For this question your student needs to contact the GW Office of Student Financial Assistance (OSFA), but award increases are rare. You must schedule your student’s hours carefully and monitor the FWS earnings to avoid using up the FWS funds too quickly unless you intend to hire the student directly onto your organization’s payroll when the FWS funds run out.

I would like to rehire a student who worked for us last year. Do I need to rehire her? If so, is the process any different?
Yes, you will need to rehire the student. All FWS employees are terminated from their positions at the end of the FWS year. Thus, each returning student employee will need to be rehired at the start of the next FWS period, starting in August. The student will not need to complete the I-9 form again in order to be rehired, but you will need to collect a new EAF to request a new hire.

Can a student start orientation and/or training before the completion of the I-9?
No. In order to pay a student for any job responsibilities (including orientation/training), the student must first be hired – and this cannot be done until the I-9 has been completed. Once we have fully processed a student’s hire, both you and the student will receive email notification that the student can legally begin working.

My FWS student did not bring me his EAF (Employment Authorization Form). Can you send it to me?
No. Only a student has the security access to generate his or her own EAF. The student will need to print it for you. Please allow the student to print from one of your computers.

How many students can I hire?
You may hire as many students as you can reasonably employ and supervise.

I am having difficulty logging into Kronos. What should I do?
Please contact Student Employment by e-mail at fws@gwu.edu.

One of our student employees has multiple positions, and her time is being charged to the wrong account. How do we resolve this problem?
• For students with multiple positions, there are different procedures for tracking hours.
• The FWS position is always the student’s primary position, so the student will use the most basic instructions when clocking in and out (by entering the employee number, GWID minus the “G”, and appropriate clock code).
• For any additional positions, the clock code is different and the student will need to enter the department and position numbers so that the correct account is charged.
- Students should already be aware of this, but if you notice that the student’s hours exceed what (s)he is actually working, please get in Student Employment (fws@gwu.edu) to resolve any problems.

**How long do positions posted on Handshake remain there? Can I delist once I have found a student employee?**
When you post a job in Handshake, you must specify a Posting Date and an Expiration Date. This is the length of time the job description will remain online. When you hire a student, you can revise the Expiration Date accordingly. Once the posting expires, it will no longer be visible to the students—though you will still be able to access and edit it to make it visible in the future when you have another need for a student employee. Please do not archive the job. If you do this, you will no longer be able to access the posting.

**I don’t need to find new students. Do I still have to post my job in Handshake?**
Yes, you must post your job in Handshake even if you are hiring returning students or have otherwise identified the student(s) you will hire. There are two important reasons.
1. We are required to produce FWS job descriptions during our annual federal audit. Your posting in Handshake serves as the job description that we print and give to the auditors.
2. We are asked to produce job statistics about the Student Employment program in many contexts. If you are hiring FWS students but there is no job description in Handshake, we have no way to count your job(s).

We cannot successfully administer the FWS program without having your job in Handshake. If you have no need to recruit and do not want your job posting to be visible online, please add **DO NOT POST** in front of the job title. For example, "FWS Library Assistant" becomes "**DO NOT POST FWS Library Assistant.**" Please also use identical start and end dates in this posting, such as “Start Date: August 1, 2017” and “End Date: August 1, 2017.” This also prevents the job from being displayed to new applicants.

**A FWS employee from the fall will be on study abroad in the spring. How can I replace him/her?**
Please terminate the student as soon as (s)he is finished working for you. You will then need to repost the position in Handshake. This is easily done by adjusting the Posting and Expiration Dates of a previous posting, as long as you have not archived it.

**I already approved time for a bi-weekly and then realized that hours were missing, can I just added them to the next bi-weekly?**
NO! By law we must pay employees for work performed during the pay period the hours occurred. Please send Student Employment an email with the missing hours and we can request a supplemental payment through the GW Payroll Office.
APPENDIX 1: SAMPLE EMPLOYMENT AUTHORIZATION FORM (EAF)

EMPLOYMENT AUTHORIZATION FORM (EAF)
GW Federal Work Study Program for Academic Year 2016-2017

INSERT STUDENT NAME                                    INSERT STUDENT GWID NUMBER                                    INSERT PRINT DATE

__________________________________________________________________________

has been awarded $xxxx.00 in Federal Work Study funds by the Office of Student Financial Assistance as part of a financial aid package for the 2016-2017 academic year. $xxxx.00 remains as of (last date paid). This FWS award represents the maximum amount that may be earned through the FWS program during the 2016-2017 program year. Employers must meet regularly with each student to keep apprised of the remaining FWS award balance as the year progresses. Students can access this information through GWeb accounts or by printing a current EAF. Balances shown are accurate as of the last paycheck that was received. In order to determine the actual FWS award balance, please account for all hours worked since the most recent paycheck was received.

This document is not an employment contract.

PART 1 - EMPLOYERS: Please read both Parts 1 and 2.

• ON-CAMPUS EMPLOYERS: Complete Part I, obtain student’s signature, and attach to the student’s Online Hire request form.
• OFF-CAMPUS EMPLOYERS: Complete Part I, obtain student’s signature, and return to the Center for Career Services.

__________________________________________________________________________

Name of On-Campus Department or Off-Campus Organization

__________________________________________________________________________

Student’s Job Title

__________________________________________________________________________

Hourly Wage $           Approx. Hours Per Week

__________________________________________________________________________

Having read both Parts 1 and 2, I agree to:

ALL EMPLOYERS (both ON and OFF-CAMPUS):
• Monitor the earnings of each student to avoid exceeding the award granted by the GW Office of Student Financial Assistance.
• Regularly review with the student his/her FWS award amount to schedule hours accordingly.
• Not allow the student to work after the end of the FWS program.

ON-CAMPUS EMPLOYERS ONLY:
• Terminate the student from employment when the award has been reached, or convert the student to a Wage Account job (51229). Please contact the GW Center for Career Services if you require assistance with this step.

OFF-CAMPUS EMPLOYERS ONLY:
• Deliver the EAF to the GW Center for Career Services before the student begins working.
• Notify the GW Center for Career Services when a student reaches the award limit so that we can terminate the FWS employment.
• You must comply with GW’s timekeeping procedures in order for the University to pay your student properly.

__________________________________________________________________________

Signature of the Employer   Print Employer’s Name                    Date

PART 2 – STUDENTS: Complete this section and return it to your Federal Work Study employer.

As a full-time student and a participant in The George Washington University’s Federal Work Study program, I agree to:
• Complete all federal and local employment forms prior to the first day of work.
• Monitor my bi-weekly earnings (the amount I earn before tax deductions) so that I do not exceed my Federal Work Study award.
• Regularly check for any adjustments to my award amount and notify my employer immediately of any changes.
• Contact the Center for Career Services with questions about FWS employment, which includes finding a FWS job or being hired into a FWS job. I will notify my immediate supervisor at once if I have any concerns about my paychecks. REMOVE CONTACT INFO
• Contact the Office of Student Financial Assistance with questions about my FWS award, which is part of my financial aid package. (Colonial Central in the Marvin Center or at (202) 994-6620 or e-mail finaid@gwu.edu)
• Stop working or, if I work on-campus, ask my employer about the possibility of converting me to Wage status (Account 51229) when I: (a) reach my total FWS award limit, (b) drop to part-time academic status, (c) am found to be ineligible for FWS, or (d) complete the academic period for which I have been awarded FWS money, whichever comes first.

Failure to comply with any of the above requirements may result in financial aid changes or penalties, including the potential loss of Federal Work Study eligibility.

__________________________________________________________________________

Signature of the Student   PRINT STUDENT’S NAME                    Date

16
APPENDIX 2: HOW TO POST JOBS IN HANDSHAKE

If you know who you are going to hire and have no need to recruit, we still need your job(s) in Handshake so that it can be counted and tracked for reporting and federal audit purposes. Follow the steps below but insert DO NOT POST in front of your job title.

1. Go to http://gwu.joinhandshake.com

2. Username = your complete email (at your organization) address as listed on your FWS Participation Agreement.

3. Password = last name in all lowercase letters. If your last name is more than one word, or hyphenated, your password is your entire last name with no spaces in all lowercase letters.

4. Click HOME near the top left hand corner to be sure you are at the home page.

5. Next, you will see buttons running across the top of the page. Select POST A JOB.

6. You’ll come to the job postings page.

7. Fill out the appropriate information. Make sure to select Job Type ON CAMPUS STUDENT EMPLOYMENT and that the position is designated for those with federal work study.

8. Do not use the word INTERN in the listing. “Intern” and “FWS” (and internships and FWS jobs) mean completely different things at GW. Anyone can be an intern. Only students who have applied for financial aid and been awarded FWS funds can be FWS students and apply for FWS jobs. Using the word “intern” may attract applicants who are not part of the FWS program. Seeing “intern” in a job title may dissuade a FWS student from applying because he or she will view this as a position where FWS funds cannot be used.

9. Job title: (very important to students) Begin your title with FWS. Be as descriptive as you can. For example, FWS Law Library Assistant is better than FWS Student Assistant.

10. If you use the “Duplicate” feature to copy an existing job, the system appends the word (copy) to the job title. Please delete the word (copy) from the job title as it confuses students.

11. The Posting Date and Expiration Date refer to the length of time your job description will remain visible to students online – NOT the duration of the employment itself.

TO EDIT YOUR JOB

- Select Jobs from the toolbar on the left.
- You will see a listing of your active jobs. Click on the job title of the job you want to edit.
- Click SUBMIT at the bottom when you have finished. Your changes will appear immediately to viewers.

TO REMOVE YOUR JOB FROM THE STUDENTS’ VIEW

- Repeat the steps above to edit a job. When the job posting form opens, scroll down to the expiration date.
- A calendar box will open – choose yesterday’s date.
- You can also email us at fws@gwu.edu and ask to have a specific job posting removed.
APPENDIX 3: HIRING SEQUENCE

1. **Post** your job in Handshake (you can ask us not to display the position online by adding "DO NOT POST" to the job title in Handshake).

2. **Interview** students. **Make** job offer.

3. If applicable, complete a background check for the student you are interested in hiring.

3. **Obtain and complete EAF and Student Employee Offer Letter.**

4. **Explain** to your selected candidate he or she cannot begin working until the process of hiring him or her as a university employee has been completed, and that this may include the I-9 verification process if the student does not already have a valid I-9 on file at GW.

5. **Advise** your candidate to watch his or her email carefully for any messages from GW’s Oracle system - this is the sender’s name that appears on student employment related messages regarding hiring status in Banner.

6. **Submit** the EAF form and offer letter to Student Employment via the Federal Work Study Off-Campus Hire Form.

7. **Await** notification that the hire is complete.

**Important Notes:**

- **Advise** your student to await email notification from GW's Oracle system stating that "your employment record has been modified." You will also receive a copy of this message. This means that your student is now employed by GW as a student employee.
- **Allow** your student to begin working only after you've received notification that the hire is complete. Any time that the student works with you before this must be paid directly by your organization.