

Mandatory Reference: 413
File Name: 413maa_022504_cd35
New Reference: 02/25/2004

IMPLEMENTATION GUIDELINES FOR NEW JOB SHARE PROGRAM

1. Background

On July 11, 1994, and June 21, 1996, the **President issued directives** to heads of executive departments and agencies, requiring them to establish and expand programs that support family-friendly work arrangements, including greater use of job sharing. In August 1997, the Agency conducted a **Family-Friendly Needs Assessment Survey** of USAID/W employees to assess their needs for family-friendly work arrangements including job sharing.

Results of the Family-Friendly Needs Assessment Survey were issued to employees in USAID/General Notice entitled "Family Friendly Needs Assessment Survey Results," dated October 3, 1997. Fourteen USAID/W direct-hire employees who responded to the survey expressed interest in job sharing.

In Fall 1997, an interagency group consisting of the Department of State, USIA, and USAID was convened to study the feasibility of part-time employment and job sharing for Foreign Service employees in the various agencies and to develop a common framework that could be adapted by each agency to meet its special needs. The implementation guidelines set forth below are based on this common approach.

2. Applicability

This program applies to direct-hire Civil Service and Foreign Service employees assigned to USAID/W. Career Foreign Service employees will be permitted to enter into job shares and part-time work arrangements on a limited basis to accommodate a short-term need for less than full-time employment due to family, medical, or other personal reasons. Job shares will not be implemented in the field due to cost considerations.

3. Authority

a. 5 U.S.C. 3401-3408

b. 5 CFR 340, Subparts A and B

c. U.S. Office of Personnel Management publication, Balancing Work and Family Demands Through Part-time Employment and Job Sharing, September 1995

4. Job Sharing Defined

Job Sharing - A form of part-time employment in which the schedules of two part-time employees are arranged to cover the duties of a single full-time position. Job sharers are subject to the same personnel rules as other part-time employees.

5. Policy

The Agency supports employee participation in job sharing when this arrangement is compatible with the accomplishment of work requirements and meets the needs of an office. Participation in a job share is a management option rather than a right or entitlement of an employee. Management has the right to deny or terminate an employee's participation in a job share.

If it is necessary for management to terminate a job share for programmatic or performance reasons, the Bureau/Office accommodating the job share will have the responsibility for placement of both employees in that organization. In the event one of the job share partners decides to leave the Agency or to take another position, the partner who is terminating the arrangement must provide the remaining employee and supervisor 30-day advance notification of the departure. The remaining employee is not precluded from finding another employee who is willing to perform the duties of the employee's position on a part-time basis. However, the Agency shall determine whether the other individual is qualified to perform the duties of the position, and the Bureau/Office shall determine whether continuation of the job share for that position is appropriate.

In order to assist the remaining part-time employee's efforts to balance work and family needs, the Bureau/Office at its discretion may permit the employee to remain in the part-time position while a search for another job share partner is underway. However, this flexibility is subject to office needs, and the remaining employee may have to be converted back to a full-time work schedule upon the partner's departure.

6. Three Permutations of Job Share

There are three possible permutations of job shares. Two Foreign Service employees or two Civil Service employees may enter into a job share. One Civil Service employee and one Foreign Service employee may also job share.

In addition to meeting applicable qualification requirements for the "shared" position, two Civil Service employees who wish to enter into a job share must be at the same grade level and will share a position with no more promotion potential than the positions they are vacating. Competition under the Agency Merit Promotion Program is not required when a Civil Service employee moves from a full-time position to a part-time position at the same grade level.

Foreign Service employees who are being considered for a job share with another Foreign Service employee or Civil Service employee must be eligible for the "shared" position in terms of meeting all applicable qualification and assignment requirements.

7. Fitting Job Sharing into the Organization

Job sharing is an option that may be used by management to accomplish the duties and responsibilities of a wide variety of positions. While there is no definitive list of positions suitable for job sharing, not all positions lend themselves to such work arrangements.

The Agency will not extend job sharing arrangements to employees in training status, including employees who are untenured or serving on a probationary period. In addition, employees with performance or leave-related problems within the last year, or those employees participating in recurring Telecommuting arrangements (one day per week) or working under the Flexible 5/4-9 work schedule are not eligible.

8. Steps in Implementing a Job Share

a. Written Agreement - Once a Bureau/Office determines that it will adopt job sharing, the terms and conditions of each job share shall be set forth in a written agreement which the supervisor of the job sharing team and each partner will be required to sign. A sample job share agreement is found on the Family-Friendly Work Arrangements Webpage of the Human Resources Website.

b. Adjustment of Position Ceiling and On-Board Targets to Accommodate the Job Share - For position ceiling purposes, the positions dedicated to a job share shall be counted on the basis of one position for each job sharer. However, to accommodate the job share, M/B will increase the position ceiling of the Bureau/Office by one position. Once a written agreement has been signed by the supervisor and each job sharer, M/HR will advise M/B when a job share has been approved.

M/B will adjust position ceilings and on-board targets to accommodate the job share. Such adjustments will be earmarked for job share and will continue only for the duration of the job share. M/HR will advise M/B when the job share has been terminated so that the ceiling adjustments may be reversed.

c. Conversion of Job Share Team to Part-time Work Schedules - Each partner of the job sharing team will be converted to a part-time work schedule within 16 to 24 hours per week, and the team collectively may not work more than 40 hours per week. For example, one partner works three days of each workweek and has a work schedule not to exceed 24 hours per week. The other partner works two days of each workweek and has a work schedule not to exceed 16 hours per week.

A personnel action must be processed to effect an employee's conversion to a part-time work schedule. The personnel action processed on each job share partner will have an effective date of the first full pay period following date of approval of the written agreement, unless circumstances warrant a later effective date as determined by the supervisor.

9. Job Share Bulletin Board

In support of this program, the Office of Human Resources (M/HR) will maintain a virtual, electronic **Job Share Bulletin Board** of employees interested in potential job sharing arrangements who are willing to have their names and requirements shared with other USAID employees. Instructions for posting requests, as well as accessing employee requests already posted, may be found on the Human Resources Website. From the **Family-Friendly Work Arrangements Webpage**, scroll down and click on "**Job Sharing.**" The address is: <http://www.usaid.gov/M/HR/ffamily.htm>.

10. Proposals to Initiate Job Share

Individual employees interested in job sharing will be responsible for working with Bureaus/Offices and other employees to identify potential job share positions. Employees who wish to locate a job share partner may post their individual requirements on the Job Share Bulletin Board as well as access potential job sharing partners already listed on the Board who meet their requirements.

11. Benefits and Other Conditions of Employment

Employees who are interested in job sharing should carefully consider all the personal and benefit issues involved in converting to a part-time work schedule including a reduction in pay, increased health insurance premiums, and the implications of part-time employment on retirement benefits, life insurance, reduction-in-force competition, leave accrual, and competitiveness for future promotion. Upon conversion to a part-time work schedule, employees should also be aware that, if they decide at a later date to terminate their part-time status and return to full-time employment, full-time positions at their grade levels may not be available.

Additional information regarding benefits and other conditions of employment for part-time employees is available on the Family-Friendly Work Arrangements Webpage of the Human Resources Website.

413maa_022504_w030904_cd35