

EXECUTIVE SECRETARIAT

ROUTING SLIP

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI				
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/OCA				
14	D/PAO				
15	D/PERS	X			
16	D/Ex Staff				
17					
18					STAT
19					
20					
21					
22					
		SUSPENSE	_____		
			Date		

Remarks

Further dissemination as appropriate, please.

ER

[Redacted Signature Box]

Executive Secretary

14 Sep 88

Date

Executive Registry

88-3480X



**UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT**

WASHINGTON, D.C. 20415

OFFICE OF THE DIRECTOR

SEP - 2 1988

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

FROM: CONSTANCE HORNER
DIRECTOR

SUBJECT: PART-TIME EMPLOYMENT IN THE FEDERAL SERVICE

As we continue with new approaches to help you fill jobs, I want to call your attention to a current alternative, part-time career employment, which gives managers additional flexibility in accomplishing work and also helps with recruitment and retention.

Recent studies on the demographics of the workplace predict that as many as two-thirds of new entrants into the work force will be women, many of whom will be in their childbearing years. The majority of these new workers will undoubtedly do what most of today's workers do--handle home management responsibilities at the same time they hold down full-time jobs. Employers are recognizing, however, that some workers want reduced work schedules to make it easier for them to care for their families or pursue additional career-enhancing education. Many private sector firms now include part-time employment among the "family-oriented benefits" designed to attract new workers, particularly in highly competitive fields.

Part-time employment is not a new idea in the Federal service. This fall will mark the tenth anniversary of the Federal Employees Part-time Career Employment Act. Over 50,000 career employees are working part-time. The dramatic growth of higher grade part-time jobs has been particularly beneficial to women who comprise over 75 percent of the career part-time work force. Since 1978, part-time jobs above GS-9 have increased by 150 percent.

Accommodating an employee's interest in changing from full-time to part-time may allow an agency to keep a trained employee who would otherwise leave and can also be a powerful employee motivator. (The attached article about an Air Force civilian employee makes a poignant statement in this regard.) Offering a part-time schedule to a job candidate may give an agency the edge in recruiting an employee who may be leaning toward the private sector.

Governmentwide policy on part-time employment (Federal Personnel Manual chapter 340) gives agencies the flexibility to decide where part-time positions best fit into the organization. In some cases, job sharing (filling one position with two part-time employees) enables management to staff a full-time position and also provide part-time working arrangements. Further, since each job sharer can routinely work up to 32 hours per week, this approach allows for the accomplishment of extra work without costly overtime. The attached reprint describes how several agencies have successfully used job-sharing employees.

I urge each of you to take a fresh look at this program to make sure your agency is using part-time and job sharing as effectively as possible to recruit and retain quality employees. Staff in our Career Entry Group, (202) 632-6817, will be happy to provide you with additional details and any assistance you may require.

Attachments



L-247-TD

4 July 8, 1988

SPACEMAKER

Part-time civilian program helps those in need

by Robert Klien

Staff Writer

Sixteen months ago, Kathryn Markham's life was in turmoil. Her husband, Monty Montano, an employee development specialist in Civilian Personnel, was at home suffering through the advanced stages of diabetes.

When she wasn't working fulltime at the Directorate of Distribution, she was busy giving her husband kidney dialysis treatments and insulin shots. Many times, she had to perform these procedures during the middle of the night.

With her days stretching into nights and vice versa, Ms. Markham knew she had to do something or else quit her job.

"Because of the physical and emotional strain I was under, there was no way I could continue working fulltime and still help my husband," she said.

With her life unravelling, she contacted Civilian Personnel to see if there was a program which would

“ The program helped save my sanity and my life. It literally kept me in the workforce. For that I am very grateful. McClellan now has a motivated worker.

Kathryn Markham

Part-time career employment program participant

enable her to cut back work hours, allowing her to spend more time at home. "If they didn't have a program, I had no other choice than to resign," she recalled.

Fortunately for her, McClellan's Part-time Career Employment Program was available. The program, which allows career and career-conditional employees to work between 16 and 32 hours per pay period, not only eased the burden she was carrying, but also allows the base to retain a person whose loyalty cannot be measured.

"The program helped save my sanity and my life," she said. "It literally kept me in the workforce. For that I

am very thankful. McClellan now has a very motivated worker."

After being accepted for part-time employment, Ms. Markham decided on a 20-hour schedule. From 10 a.m. to 2 p.m. she works at Civilian Personnel and then returned home to administer kidney dialysis treatments every four waking hours to her husband.

Though blindness, caused by the disease, finally overcame her husband, his kidneys were still able to function thanks to the care his wife provided. In August of last year, her husband received a kidney transplant. As a result, Ms. Markham has slowly been able to increase her work

schedule to 30 hours a week.

The above scenario is just one example of how the part-time program benefits employer and employee. During the past month, more than 150 people on base have requested part-time work. The reasons range from providing child care to pursuing higher education.

There are no stipulations to applying for part-time work. However, individuals who are approved for part-time work must, in addition to averaging between 16 to 32 hours a week, schedule at least one hour of work during each week of a pay period. The maximum employees can work in a pay period is 64 hours. Leave can also be used in lieu of scheduled work hours.

If you have considered working part-time and would like more information on the program, call Mike O'Connor at Ext. 33181.

"I can't say enough about the program," said Kathryn Markham. "I fully support it and I am not hesitant in recommending it to anyone."

OMB Job Sharers Join the Ranks

Job Sharing: filling one position with two part-time employees

Working mothers, aspiring students, senior employees easing into retirement; many of these individuals have benefited from the increased availability of part-time jobs. But what about the Federal manager faced with pressure to get the work out and at the same time reduce costs, improve efficiency and maintain high performance? As OMB and other agencies are discovering, job sharing has advantages for management as well as employees.

RETAIN HIGH PERFORMERS. A part-time schedule is often the answer when an agency wants to retain a high-performing employee who can no longer work full-time, but the workload of an OMB budget examiner often precludes this option. In January, 1984, OMB approved **Andrea Hoffman's** and **Carol Dennis'** job-sharing proposal. Each had an excellent reputation as a full-time budget analyst and was seeking a reduced schedule, Ms. Hoffman because of child care responsibilities and Ms. Dennis so as to complete requirements for a law degree. In supporting the proposal, **Ronald N. Landis**, Chief of the Agriculture Branch and the job sharers' immediate supervisor, anticipated the arrangement would provide him with "a wider array of skills and qualities than he could capture in any single individual." As an example, he points to an assignment related to the USDA meat and poultry inspection program. Each of the job sharers contributed to the project from their different perspectives. Ms. Hoffman, with a background in quantitative analysis, dealt with the substantive programmatic issues; Ms. Dennis, with analytical capabilities as well as legal training, focused on the technical and legal aspects of the project in conjunction with legal staff from both OMB and USDA. In addition to handling special assignments, each job sharer has primary responsibility for five budget accounts (half the number assigned to their full-time counterparts) and is sufficiently well-informed on the other's five to serve as back-up. When Ms. Dennis took several weeks off to study for the bar exam, Ms. Hoffman worked full-time to handle their joint workload. Their supervisor reports, "I can honestly say the arrangement has never left us short-handed."

COST SAVINGS. Job sharing yields other management advantages. For example, filling a full-time (40 hour per week) position with job sharers allows management to increase the number of straight time hours associated with a position. At the U.S. Marshals Service, **Sharon Palguta** and **Mary Jo Britt** each work three days a week in the same GS-12 personnel management specialist position. Their office gets 48 hours of work from a position which formerly generated 40—without the extra costs of overtime. **Kenneth Holecko**, Personnel Officer at the Marshals Service, is especially pleased with his staff's job sharing arrangement because it enhances the office's ability to handle peak workloads. Each January, for example, the Service must recruit for over 100 new deputy U.S. Marshals to fill positions nationwide. Typically, both Ms. Palguta and Ms. Britt increase their work schedules to four or five days a week, depending on the number of applications to be processed, and return to their schedule when the surge is over, thus conserving personnel costs for their agency.

Cost savings may also be realized when a full-time job can be restructured into two job-sharing positions classified at different grade levels. For example, the more routine duties of a management analyst position could be assigned to a position classified at a lower grade. Salary costs may also be cut if, instead of filling two full-time positions, an agency fills a single position with job sharers who have different but complementary skills and backgrounds. In the Treasury Department's Office of the Comptroller of the Currency, a GS-14 Community Development Specialist position is shared by **Mary Ann Freeman** who specializes in the banking concerns of small businesses, and **Janet Gordon** who works on issues involving banks and the real estate industry.

Agencies seeking to expand part-time opportunities are sometimes faced with limited space and/or equipment. Job sharing was the solution for **Susan Pie** and **Robin Peltzman**, GS-11 paralegals at the Federal Communication Commission (FCC). Both were full-time employees who requested part-time schedules (to take care of new babies). Recognizing the severe space limitations faced by their agency, the two women got together and developed a proposal to share the same duties and responsibilities as well as the same desk. Their request was approved and for the past four years they have jointly done basic legal research for TV and radio licensing cases, as well as maintaining accurate, current information on all the Division's pending cases. An FCC management official who has relied on their joint expertise describes them as "not only compatible but almost interchangeable" and their supervisor, Enforcement Division Chief **Charles Kelley**, reports that the reaction of management has been "extremely positive".

When budgets and/or ceilings are tight or being reduced, job sharing may be a way for agencies to cut personnel costs without adversely affecting employees. If employees in similar jobs voluntarily agree to convert to job sharing, then positions can be abolished without negative impact on employees.

COVERAGE. Job sharing is beneficial in other situations where daily coverage is critical. Charged with filling the GS-6 secretary position in the Fish and Wildlife Service's Office of International Affairs, staffing specialist **Linda Nicholson** remembered two highly-regarded former employees of the agency who had resigned to care for their families. Both **Lynne Overton** and **Judy Lundberg** were eager to resume their careers on a part-time basis and were able to coordinate their schedules to provide full-time coverage in the position. Each fills in for the other so that the office is never without help. **Larry Mason**, Chief of the office, and a strong supporter of the job-sharing concept, says "I now get excellent performance from two responsible and enthusiastic employees—and they work out the scheduling; how can you beat that?"

As with any new concept, job sharing presents management with new opportunities and new challenges. Locating qualified and compatible individuals whose schedules can be meshed is often the initial hurdle. Generally, job sharers find each other (although some agencies maintain registries of those seeking partners), work out the details and then present a proposal to management. When an agency must recruit to fill the "other half of a position," an offer of 40 hours a pay period usually attracts more candidates. To equalize the working time and stay within a 40-hour limit, an agency can schedule each job sharer to work three days one week and two days the next.

by Ellen Russell

reprinted from



Volume 2 Number 1 Fall 1984

