



**DEPARTMENT OF THE ARMY**  
UNITED STATES ARMY ACQUISITION SUPPORT CENTER  
9900 BELVOIR ROAD, BUILDING 201, SUITE 101  
FORT BELVOIR, VIRGINIA 22060-5567

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: United States Army Acquisition Support Center, Direct Reporting Unit, Job-Sharing Policy and Procedures

1. References:

a. Presidential Memorandum, 11 July 1994, subject: Expanding Family-Friendly Work Arrangements.

b. 5 United States Code § 3402. Establishment of Part-Time Career Employment programs.

c. 5 Code of Federal Regulation §340.101 Other Than Full-Time Career Employment(Part-Time, Seasonal, On-Call, and Intermittent).

d. United States Office of Personnel Management Handbook on Human Resources Flexibilities and Authorities in the Federal Government; dated August 2013.

e. United States Office of Personnel Management – Hiring Information: Part-Time and Job Sharing; (<https://www.opm.gov/policy-data-oversight/hiring-information/part-time-and-job-sharing/#url=Sharing-a-Job>) .

2. Applicability. The Director of the Office of Personnel Management (OPM) and the Administrator of General Services were directed to take all necessary steps to support and encourage the expanded implementation of flexible work arrangements; to include Job-Sharing. According to reference e., Job-Sharing is 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.

a. The possibilities include overlapping time, split shifts, or working in different locations at the same time.

b. The number of scheduled hours each employee works as well as the amount of scheduled overlap time depends on the needs of the particular position and the resources available as determined by the agency.

c. Part-time employees are represented across occupational fields, pay plans, and grade levels.

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d. Each work schedule for job-sharers can be from 16 to 32 hours per week and can be varied in the same way as other part-time employees.

### 3. Purpose.

a. Job-sharing offers many benefits to managers and employees alike. Managers and hiring officials could retain highly qualified employees, improve recruitment, increase productivity, and reduce absenteeism. Employees are provided the opportunity to work part-time in jobs where full-time coverage is required.

b. Job-sharing team members may bring a wide range of skills and strengths to a job, be able to fill in for each other's absences, and work extra hours when there are unexpected workload surges.

4. Policy Statement. The United States Army Acquisition Support Center (USAASC) is committed to the pursuit of quality work-life balance programs. Supporting flexible work schedules, such as job-sharing arrangements is preemptive in workforce management. The Job-Share program improves retention of skilled staff, enhances staff morale, accommodates persons with disabilities, and enables employees to effectively manage their work/family life responsibilities. In essence, job-sharing offers flexibility because it is tailored to suit the needs of the workplace, the job-share partners and the nature of most position(s). Appropriate reasons for a job-share application may include care provider responsibilities, extended periods of poor health, related study commitments, or even retirement transition issues.

Managers may approve a job-sharing arrangement in which two employees share the duties and responsibilities of one job, with both employees working part-time / reduced schedules. The requirements for job-sharing arrangements are as follows:

- a. The nature of work is suitable to a job-sharing arrangement.
- b. Although the agency will provide assistance, the employee has primary responsibility for finding an employee-partner with whom to job-share.
- c. Both employees desire a job-sharing arrangement and are equally qualified to perform the job identified.
- d. Both employees are accountable for performing the job to required standards, communicating with each other, and ensuring a "seamless" transition between functions and shifts.

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5. Responsibilities. The decision to approve or to terminate an arrangement is at management's discretion. To avoid misunderstandings, this point should be made clear before the job-sharers begin work. In addition, it should be decided in advance what will be done if one partner is unable to maintain the agreed-upon schedule, goes on extended leave, resigns or takes another job.

a. Managers and or Supervisors:

(1) Determine if position(s) are appropriate for job-sharing.

(2) Determine the arrangement for a particular job. The supervisor, with assistance from the personnel office (if needed), should examine the position description and decide which tasks will be shared or divided between the job-sharers.

(3) Determine the number of scheduled hours each employee works, as well as the amount of scheduled overlap time, depending on the needs of the particular position and the resources available.

(4) Evaluate each job-sharer separately; although the evaluation(s) will often be based on work to which both have contributed. For continuity, the supervisor should build in a mechanism for determining the relative contributions of each job-sharer.

(5) Establish guidelines regarding shared spaces, equipment, work schedule flexibilities and telecommuting guidance.

(6) Provide appropriate training and support necessary to implement flexible work arrangements.

(7) Identify barriers to program implementation.

b. Employees:

(1) Get information about the effects of job-sharing on salary and benefits; to include leave earning, health insurance cost, and retirement / life insurance.

(2) Part-time employees under permanent appointments are eligible for the same benefits as full-time employees, with certain special considerations relating to eligibility, coverage, and other limitations. Examples are:

(a) Employees earn annual and sick leave on a prorated basis depending on the number of hours worked per pay period and their tenure.

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(b) Each year of part-time service counts as one full year toward the length of service requirement.

(c) Part-time employees who participate in the Federal Employees Health Benefits Program receive the same coverage as full-time employees but pay a greater percentage of the premium because the Government's share is prorated based on the number of hours the employee is scheduled to work each week.

(d) The amount of Life insurance for which an employee is eligible is based on the part-time employee's annual salary applicable to his or her tour of duty.

(3) With management's approval, devise a strategy to restructure your full-time job into a part-time job. Find a partner to participate in the job-sharing program.

(4) Focus on the overall needs of the Agency. Eligibility requirements must be maintained while participating in the program or risk removal from the program.

(5) Provide a written proposal or application to management for consideration.

## 6. Procedures.

a. Job-sharing gives the agency the flexibility to decide if and where part-time positions best fit into the organization. In some cases, job-sharing enables management to staff a full-time position and also provides part-time schedules which would otherwise not be available.

(1) Appointment procedures for part-time employees are the same as for comparable full-time employees. Individual personnel actions are processed for each employee in a shared position.

(2) Job-Share positions (two employees) only count as one line item on the respective TDA, therefore no action is required of Manpower or Army G3/5/7 to adjust the TDA. There are no distinctive naming conventions/codes to identify the Job-Share positions on the TDA, so the manager will work with HR to properly track positions.

(3) When two job-sharers are jointly responsible for all the duties and responsibilities of the full-time position, there is no need to restructure the position. Each team member should have a copy of the original position description to which a statement has been attached to show that the incumbent is a job-sharer; jointly responsible for carrying out all the duties and responsibilities of the position.

(4) When the job-sharers are individually responsible for portions of the job, separate position descriptions are required to reflect the actual duties and

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responsibilities of each employee. Each job-sharer must have a position description that accurately reflects his or her duties and responsibilities.

b. Temporary rearrangement of hours do not require paperwork, but consideration should be given to employee concerns and as much advance notification as possible given to members of the job-sharing team. Job-sharing allows the supervisor to match the work schedules to workload peaks.

c. It is advisable to incorporate references to job-sharing in all materials relating to part-time employment. Periodic reminders and program mention, in office newsletters would let employees know they can request job-sharing.

d. Include a statement in full-time vacancy announcements that job-sharing teams, within the area of consideration, may apply.

7. Appeal. An applicant may appeal the decision made by the supervisor/manager within 7 days by writing to the Director, USAASC. Personnel assigned to the Program Executive Offices, may appeal to their respective Program Executive Officer. The appeal should provide detailed reasons for their request for an appeal of the decision. The Director/PEO will review a refusal of a job-share request in light of all available evidence and make a final decision.

8. Labor Relations. To the extent these programs impact bargaining unit employees' conditions of employment, organizations are reminded to fulfill applicable labor relations obligations prior to exercising these authorities.

9. The point of contact is Mrs. Yolanda Compton, Human Resources Management Division, U.S. Army Acquisition Support Center, 703-664-5624, DSN 655-5624, or [yolanda.y.compton.civ@mail.mil](mailto:yolanda.y.compton.civ@mail.mil).

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Director

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### Sample One Job Sharing Agreement

**Memorandum for:**

**From:**

**Subject:** Proposed Job Share for Employee A and Employee B

### Summary

This memorandum proposes the establishment of a job share for the position \_\_\_\_\_ currently encumbered by \_\_\_\_\_. The proposed job share would partner **Employee A** with **Employee B** in management of the \_\_\_\_\_ Program and the \_\_\_\_\_ Program. In addition to strengthening the staff, this action would ensure the retention of two highly experienced employees with specialized area and program backgrounds. The proposal has been discussed informally with the staff involved and they have concurred with the proposal. We ask that the action be approved under the terms and specifications suggested below.

### Background (sample)

This proposal is made as a one-year pilot project whose continuation will depend on a formal evaluation by management at the end of the 12-month period. If deemed successful by the evaluating elements, the arrangement would be continued indefinitely. In the unlikely event that the pilot is evaluated as unsuccessful, management would propose that the unit be combined with the Division staff and that all supervisory responsibilities would be assumed by the Division and Deputy Division Chiefs. In any event, the pilot project and any subsequent extension are proposed as experimental and non-precedent setting.

With regard to the assignment of responsibilities, supervisory and management assignments and scheduled work hours, we propose the following:

**Employee A** and **Employee B** will each work three days per week (XX total hours) with Wednesday as the overlapping day of the week.

**Employee A** will be assigned primary responsibility for the \_\_\_\_\_ Program. In that role, she/he will be the direct supervisor of the Program Officer and will rate her/his performance and approve her/his leave request. She/he will function as selecting officer for the position and any other position that might be assigned to the \_\_\_\_\_ Program in the future (subject to approval by the Division Chief). **Employee B** will have secondary responsibility for the \_\_\_\_\_ Program.

**Employee B** will be assigned primary responsibility for the \_\_\_\_\_ Program. In that role, she/he will be the direct supervisor of a still-unnamed Program Officer. She/he will also be the responsible supervisor for the Unit Secretary. She/he will rate the performance of both

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employees, approve their leave requests and serve as selecting officer for both positions (subject to approval by the Division Chief).

On the overlapping work day, management and supervisory responsibilities will not differ from the other days of the week. Each will report directly to the Division Chief or Deputy Division chief on activities that relate to their primary program assignments. In the absence of one job share partner on the overlapping work day (or any other day), accountability for the secondary program assigned is automatically assumed by the partner present.

All time and attendance recordkeeping and reporting for the Unit will be handled by the Division Secretary, with approval of the Division Chief or Deputy.

In the event that one of the job share partners decides to resign or transfer from the unit, the position will automatically revert to a full-time position with the expectation that the remaining job share partner will assume the full time requirements of the above position, including a 40-hour work week.

### **Discussion of Credentials**

The candidates for this proposed job share are both exceptional employees with crucial backgrounds and experience and excellent performance records.

**Employee A** has been Unit Chief since March, 1990. She/he holds an MA in public administration and joined the Agency as a Presidential Management Intern in 1980, rotating through a number of Agency offices until she/he joined this Unit. She/he has a wide general knowledge of Agency exchange programs and is the expert on these programs.

**Employee B** holds an MA in Public Administration and joined the Agency as a Presidential Management Intern. She/he started work in the Bureau as a program officer, developing an impressive background and expertise in the area which lead to her/his promotion to Senior Program Officer. In order to assume a part-time schedule, she/he requested a voluntary reassignment where she/he is currently a program officer in the grants unit. She/he is eligible for re-promotion on a non-competitive basis. In her current position, she has accrued wide experience with its Programs and has some responsibility for unit affiliations, making her/him particularly valuable to the unit which has expanding programs.

Acknowledgment:

Ms./ Mr. XX and Ms./ Mr. XX acknowledge the transfer of their position to a job-share position.

**Employee A:** \_\_\_\_\_

**Signature:** \_\_\_\_\_



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**Employee B:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

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**Action Requested**

That management concur with the establishment of a job share for the position under the conditions outlined above.

**CONCUR** \_\_\_\_\_ **Date** \_\_\_\_\_  
(Name and Position Title)

**NON-CONCUR** \_\_\_\_\_ **Date** \_\_\_\_\_  
(Name and Position Title)

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May 2019

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### JOB SHARING STATEMENT OF UNDERSTANDING (SOU)

Job sharing is 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 sharing gives the agency the flexibility to decide if and where part-time positions best fit into the organization.

Cardholder must check off each item below.

**I understand that:**

- Managers/supervisors will determine if positions(s) are appropriate for Job-Sharing
- Employee should confirm / coordinated with Leadership for possible program participation.
- Specific dates and work times are set according to mission requirements.
- Employee is aware of established guidelines regarding shared spaces, equipment, and telecommuting guidance.
- Employee has reviewed OPM guidance about effects of job sharing on salary, benefits, leave, insurance and retirement.
- Each Job- sharer will be evaluated on job performance separately.
- Eligibility requirements must be maintained while participating in the Job- Sharing program.
- Job- Sharing is *not* an entitlement.

For additional information on the Job- Sharing, refer to guidance provided on Office Personnel Management site: <https://www.opm.gov/policy-data-oversight/hiring-information/part-time-and-job-sharing/>

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Applicant Name/Signature

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Date

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Supervisor Name/Signature

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