



POLICY AND ADMINISTRATION MANUAL	REFERENCE NUMBER: P19
SECTION: COUNCIL POLICY	POLICY TITLE: JOB SHARING

1. APPLICATION

1.1. This policy applies to all **permanent** full time and **part-time**, ~~salaries, non-hourly paid,~~ ~~permanent~~ employees of the Municipality.

2. POLICY STATEMENT

2.1. It is the policy of the Municipality of the District of Argyle to offer, and/or enable, two employees to share one position under a job sharing arrangement, provided however, that the act of entering into such arrangement is considered by the Municipality to be a workable and beneficial option for both the Municipality and its “partnering employees”; and further, that such job sharing arrangement is not expected to impact negatively upon the services being provided by the Municipality. Normally, a job-sharing arrangement will not exceed a period of one year from the date of commencement.

2.2. In adopting this policy, the Municipality acknowledges the changes occurring in the Canadian workplace and makes known its commitment to flexible work arrangements that are advantageous to both the Municipality and its employees.

2.3. Where there is any conflict between the policies adopted by the Municipality of the District of Argyle and policies which are set forth in a statute of the provincial or federal government, the provincial or federal statute shall supersede this policy.

3. POLICY DEFINITIONS

3.1. Job Sharing is defined as an arrangement which provides for two employees to work on a part-time basis, with both employees sharing one full-time job position. The full-time salary is divided between both employees according to hours worked, with benefits and seniority, where appropriate, prorated accordingly.

~~3.2. Job Share Arrangement is an arrangement between two employees who perform the duties of a position previously performed by one full time employee.~~

3.3. Partnering Employees refers to employees who are engaged in the act of job sharing. It is to be noted that one job sharing arrangement may differ from another, in accordance with individual employee requests, the nature of the position being shared, and the needs of the Municipality. In some job-share situations: both “partnering employees” may maintain full benefits,



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seniority, and years of service throughout the term of job sharing; or, one may remain classified as a full-time employee and one may be classified as seasonal or ~~casual~~ **temporary** - depending upon the individual circumstances.

4. **POLICY OBJECTIVES**

4.1. The objectives of this policy are to:

- 4.1.1. outline the terms and conditions of job sharing and the circumstances under which job sharing arrangements may occur and may continue;
- 4.1.2. ensure that services provided to the Municipality's residents through job sharing arrangements are adequately protected; and
- 4.1.3. ensure the adequate provision of employee benefits for those who are engaged in job sharing arrangements.

5. **RESPONSIBILITIES OF THE MUNICIPAL COUNCIL**

5.1. The Council has overall responsibility for the initial approval of this policy, and for approval of any future changes or amendments which may be made in content or direction.

6. **RESPONSIBILITIES OF THE CHIEF ADMINISTRATIVE OFFICER**

6.1. The Chief Administrative Officer (CAO), or designate, has overall responsibility for:

- 6.1.1. monitoring the effectiveness of the policy;
- 6.1.2. assisting employees in the policy's implementation;
- 6.1.3. providing Council with periodic reports on the operation and continued feasibility of job-sharing arrangements for employees, and on new workplace developments and innovations occurring within the Canadian Municipal Public Sector which may impact positively or negatively on this policy or on other human resource policies of the Municipality;
- 6.1.4. recommending for consideration of Council any changes in the Job Sharing Policy.

7. **RESPONSIBILITIES OF THE DEPARTMENT HEADS AND/OR SUPERVISORS**

7.1. Departments Heads are responsible for:

- 7.1.1. advising employees under their supervision of the Municipality's Policy on Job Sharing;



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- 7.1.2. receiving written requests from employees for the entering into of job-sharing agreements;
- 7.1.3. conducting the necessary initial enquiry and discussion to determine if a job-sharing arrangement for a particular position is workable and, where job sharing is considered to be a workable option, to assist the employee (s) in the processing of applications for job sharing;
- 7.1.4. conducting follow-up enquiry and information gathering;
- 7.1.5. consulting with and receiving approval from the CAO for the entering into of a job sharing arrangement;
- 7.1.6. clearly conveying decisions in writing to the concerned employees; clearly outlining all the provisions applicable to such arrangement, if approved; and, if the application has been rejected, clearly explaining in writing the reasons for the application's rejection.
- 7.1.7. "partnering employees" will formally acknowledge their understanding of the terms and conditions of a job sharing arrangements by signing a duplicate copy of the correspondence provided to them. This duplicate signed copy will be maintained in each of the "partnering employees" personnel files.

8. GENERAL PROCEDURE

- 8.1. An application for job sharing, together with a recommendation from the Department Head must be presented to the CAO for consideration. Normally, the application will include:
 - 8.1.1. the names and classifications of both "partnering employees";
 - 8.1.2. a written request by both employee(s) to participate in a job sharing arrangement;
 - 8.1.3. the qualifications and experience of the "partnering employee(s)";
 - 8.1.4. the "partnering employee(s)" most recent performance appraisal(s);
 - 8.1.5. identification of the position and confirmation that the position is either vacant, or is currently occupied by one of the employees who wishes to job share;
 - 8.1.6. a description of how job duties and responsibilities will be shared;
 - 8.1.7. details on arrangements to share information between the "partnering employees", and with clients, colleagues, and supervisors;



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8.1.8. details how workload priorities will be determined by the “partnering employees” on an on-going basis;

8.1.9. a description of how unexpected short-term and/or extended absences through sickness or accident of one or both “partnering employees”, may be covered;

8.1.10. a preferred start date **and end date with** ~~and~~ a preferred work schedule;

8.2. Final approval of the job sharing proposal shall be solely at the discretion of the CAO who, having taken into consideration the recommendation of the Department Head and all supporting documentation will either approve or disallow the job sharing arrangement.

8.3. Before approving a job sharing arrangement, the CAO will ensure that the “partnering employees” and supervisory staff, have a clear understanding of the job sharing arrangement; a clear understanding of each of the “partnering employees” responsibilities under the arrangement and their status (~~full-time or seasonal/casual~~ **temporary**) as employees of the Municipality,

8.4. When job sharing arrangements provide for the sharing of work hours on a weekly basis, i.e. - 17.5 hours of work per week for each employee, the proposal may be approved on a trial basis for a three month period to enable the Municipality and the “partnering employees” to assess whether the job sharing arrangement is suitable and remains workable. If, in the opinion of the CAO, the job share arrangement is not suitable, or there are areas of concern which cannot be easily remedied, the arrangement may be terminated.

8.5. When job sharing involves, for example, one employee working for 26 weeks full-time, and the position being shared by a “partnering employee” for the remaining 26 week period, a trial basis may not be appropriate. In such situation, it will be necessary for the CAO to have in place a contingency plan to deal effectively with difficulties which may arise in the job sharing arrangement.

9. ELIGIBLE EMPLOYEES FOR JOB SHARING

9.1. Employees engaging in job sharing arrangements must be:

9.1.1. qualified for the position to be shared;



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9.1.2. performing current duties satisfactorily according to confirmation from their supervisor(s);

9.1.3. classified by the Municipality as ~~regular~~ permanent full-time or part-time employees, with the exception that, in a situation where a ~~full-time~~ permanent employee wishes to job share but there is no one in the current employ of the Municipality who likewise wishes to share the position, the Municipality may seek to employ an individual as a temporary seasonal or casual employee to fill the job share position.

10. SALARY AND BENEFITS

10.1. In situations where employees share the hours worked during a normal work week, the salary paid to “partnering employees” will be prorated in accordance with the % of time shared. In situations where one of the “partnering employees” works the first six months of a year full-time and the second “partnering employee” works the remaining six-month period full-time, remuneration will be calculated at the regular salary level to each for a six month period of work.

10.2. “Partnering employees” will contribute to the pension plan and group benefits package, in the manner allowed or provided for in the pension and group benefits regulations, or in such other manner not conflicting with the regulations which may be agreed to by the Municipal Council. **For clarification, partnering employees will need to meet the hours work threshold to continue in the benefits package. (see Employee Health and Dental plan policy)**

10.3. Vacation and sick leave accumulations during the period of job sharing will be provided on a prorated basis.

11. DISCRETIONARY AUTHORITY OF THE CAO

11.1. It is understood that job sharing is a relatively new development in the Canadian municipal government workplace, and few municipalities have comprehensive policies dealing with job sharing arrangements. With this in mind, and because not all circumstances may have been adequately provided for in this policy, it is understood that the CAO has discretionary authority to make decisions concerning the job-sharing arrangement which are appropriate in order to ensure the policy’s effective implementation. The CAO will keep Council fully informed



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of any decisions which are made concerning this policy and will, after a reasonable period of working with the policy, advise Council of any changes in wording, or of additional clauses which will improve its overall intent and implementation.

12. ADDITIONAL CONSIDERATIONS – JOB SHARING ARRANGEMENTS

12.1. Establishing Job Share Arrangements

12.1.1. A job share arrangement may be to a Municipality's advantage if it assists in meeting workforce equity and diversity objectives; or the organization would otherwise lose a valuable employee whose circumstances prevent full-time work; or a mix of backgrounds/experience would enhance the operation; or an employee wishes to phase gradually into retirement; or a pool of experienced workers can be kept for full-time positions in the future.

12.2. Review of Proposals and Evaluation of Current Arrangements

12.2.1.1. Some questions/issues to consider in reviewing job sharing proposals, or evaluating existing agreements include:

- Are the "partnering employees" qualified to do the job?
- Are they performing their duties satisfactorily?
- Will efficiency, productivity, timelines, and level of service be maintained or enhances?
- Will the productivity of the work group be adversely affected?
- Are the "partnering employees" compatible in approach and outlook?
- Can an acceptable work schedule be developed?
- Are both employees prepared to cover off for each other when requested for extended absences?
- Will the supervisor's job become more difficult because of this job sharing arrangement? In what way?

12.3. Ease of Sharing Positions

12.3.1. Some positions can be more easily job shared; for example: if there is 'on-the-spot' service and little follow-through is required; if work can be scheduled in advance; if



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different staff can perform functions interchangeably; or if little interaction is required with other employees.

12.3.2. Other positions may require more careful planning to accommodate an effective job share arrangement; for example: if there are supervisory responsibilities, then the individuals supervised must know which employee is responsible for their supervision; if there are budget or planning responsibilities the employees must be able to agree to divide responsibilities or to reach consensus.

12.4. Appointment of Job Sharing Employees

12.4.1. If approved, a job share proposal should always be confirmed in writing and, as such, becomes the job share agreement, together with addendums or attachments. Essential information in the agreement should be maintained in the files of the appropriate Department and a signed copy should be placed in the employees' personnel files. Employees who normally interact with the position that is being shared should be notified of the job sharing arrangements.

12.4.2. The appointment letter should state: terms and conditions of employment, including the benefits to be provided and whether the "partnering employees" are classified as permanent full-time or part time, temporary or seasonal/~~casual~~ employees of the Municipality; terms of the job share arrangement, including hours of work; a statement to the effect that due to operational requirements a partnering employee's hours may be increased to full time to cover the other partner's extended absence if such should unexpectedly occur, and that the agreement may be terminated, in writing, by either employee or the employer, providing that just cause is considered by the CAO to exist for such termination. A significant change in an employee's life situation will be sufficient grounds for termination by an employee.



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Chief Administrative Officers' Annotation for Official Policy Record	
Date of Notice to Council Members of Intent to Consider (7-days minimum)	October 8, 2002
Date of Passage of Current Policy	October 29, 2002
Date of Notice to Council Members of Intent to Consider – Amendment	
Date of Passage of Current Policy - Amended	
I certify that this policy was adopted by Council as indicated above.	
_____	_____
Warden	Date
_____	_____
Chief Administrative Officer	Date