



QIEU

JOB-SHARE

APPLICATION

GUIDELINES

A Step-by-Step Application Guide for Teaching and Non-teaching Employees in Catholic Schools

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INTRODUCTION

Work-Life Balance programs, practices and information enable employees to arrange their work and personal lives to better manage commitments including family responsibilities, sport, study and community involvement.

Enabling employees to achieve a work-life balance forms part of a broader commitment to creating an inclusive work environment that is free from all forms of unlawful discrimination and harassment, and where people are valued for their diverse experiences, knowledge and abilities.

Research into the introduction of work-life balance initiatives identifies many benefits for individual employees and employers. These benefits are outlined in Part 2: Cost Benefit Analysis.

PART ONE – DEFINITION

“Job-Share” is a mode of employment where the duties, responsibilities and benefits of a full-time position are shared between two employees.

In the Catholic Sector all categories of employees have access to job-share.

Any existing employee may request their position to be job-shared. Initial requests should be directed to the Principal who will have discussions with the employee concerning the arrangements that are to apply. The selection of a suitable job-share partner is a key factor in the successful implementation of any job-share arrangement.

In discussion with the Principal the employee should outline the reasons for the request, the proposed division of the position and any of the organisational details she/he proposes to make the arrangement work. (See Job-Share Proposal Template – Page 10)

PART TWO – COST BENEFIT ANALYSIS

The provision of family friendly policies generally and job-share provisions specifically impact positively on both employers and employees.

For employers the offering of family friendly provisions including job-share means that an employer may:

- Be perceived as an “employer of choice”;
- Attract talented and diverse employees who are actively seeking part-time or job-sharing roles;
- Reduce turn over and the cost of replacing employees;
- Increase staff morale and motivation;
- Increase organizational loyalty and commitment;
- Reduce length of maternity leave;
- Increase rate of return from maternity leave;
- Reduce Work Cover premiums and workers compensation claims;

- Maintain and increase organisational knowledge; and
- Reduce absenteeism.

For employees the provision of family friendly workplaces means that employees:

- Do not self-select out when they are aware of work-life benefits offered by other organisations;
- Can integrate professional life with family and other personal responsibilities/interests;
- Are more motivated and more able to meet the demands of the workplace and cope with the stresses inherent in working; and
- Are able to spend more quality time with children and other family members as well as have a greater involvement in sport and community life.

PART THREE – MINIMUM REQUIREMENTS IN JOB-SHARE ARRANGEMENT

Where job-share guidelines currently do not exist, employers will develop, in consultation with employees and their representatives, guidelines which will address the areas listed below in Table 1 below. These provisions will be the minimum conditions to be included in any guidelines.

If your employer has job-share guidelines in place as at 4 September 2006, the minimum requirements in *Table 1* will not be used to reduce any current employee conditions in regard to job-share.

It is important when considering job-share that you first access your employer’s job-share policy, familiarise yourself with that policy and incorporate all the relevant elements of that policy in your proposal.

Table 1

Definition	The guidelines will define job-share as a voluntary arrangement in which a full-time continuing position, occupied by a full-time continuing employee, is divided between that employee and another suitable employee. Both employees will share responsibility for the position for a fixed-term period.
Principles Underpinning the Guidelines	The guidelines will state that job-share arrangements are arrangements entered into at employee initiative and that no employee will be coerced into taking up or converting to such a position.
Size of School Ratio	The number of job-share positions offered in any school shall not normally exceed one (1) to seven (7) – (one job-share position to seven full-time positions). Guidelines will acknowledge the right of employers to vary the ratio above the maximum of 1:7 where necessary or desirable.

Subsequent Appointment	The guidelines will state that at the conclusion of the job-share period both employees return to the position as designated in the relevant letter of appointment and the employment status each held before the job-share began.
Length of Appointment	The guidelines will indicate that the job-share positions are usually for one school year. Job-share positions may be for shorter periods and may be negotiated at the end of each year for a subsequent period.
Arrangements	<p>Arrangements of the job-share position will be detailed in a document signed by the employer/principal and employees to include but not limited to: days/hours worked, communication protocols, planning time, non-contact time, excursions, parent – teacher interviews, assessment and reporting procedures, playground and bus duty, attendance at staff meeting, timetabled sport and related arrangements, and professional development.</p> <p>The arrangements should outline the protocols to be followed, if for whatever reason, one member of the job-share is unable to continue in the position during the period of the job-share.</p>
Alterations to Arrangements	The guidelines will indicate that alterations to arrangements may be initiated by the employee/s or employer and need to be mutually agreed. Such alterations will require at least two weeks notice or a shorter period by mutual agreement, before implementation.
Division of Position	The guidelines may recommend the position be divided according to full days but will provide for other options which may be mutually agreed between the employer and employees.
Rates of Pay	The guidelines will specify that employees of job-share positions are to be remunerated on a pro-rata basis according to their classification and include reference to any relevant allowances.

Pro-Rata Conditions & Benefits The guidelines will specify that employees in job-share positions will receive on a pro-rata basis all entitlements in regard to: annual leave, annual leave loading, sick leave, long service leave, superannuation and all Award benefits and any other relevant allowances.

The guidelines will specify that where one employee in a job-share position accesses sick leave or other short term leave the remaining employee will be offered the relief work. The method of remuneration associated with such relief work whether it is at the hourly rate with accrued leave entitlements or at the casual rate without accrued leave entitlements, will be agreed to and stated in initial arrangements.

The guidelines will indicate that usual replacement conditions apply for leave such as long service leave, special leave, maternity/paternity and adoption leave.

The guidelines will specify that where situations of redundancy occur, redundancy provisions will apply to the job-share incumbent/s.

Professional Development The guidelines will acknowledge that job-share employees are entitled to access professional development and promotion as can full-time employees.

Calculation of Service Guidelines will specify that all work done by job-share employees counts towards incremental progression on a pro-rata basis.

Professional Development Planning Days Guidelines will specify that teacher job-share employees are expected to attend professional development days as designated by the employer. The guidelines will specify remuneration arrangements for such attendance.

Except in extenuating circumstances, should either job-share partner choose not to fulfill the job-share contract, the employer holds no responsibility for the continued employment of that employee until the job-share contract has concluded and would consider the employee on Leave Without Pay.

Appointments to job-share positions are made for a maximum period of one school year. The job-share arrangement may be renewed each year subject to the arrangement being deemed acceptable by the employees concerned and the employer.

By the end of Term 3 of the school year prior to the completion of the job-share arrangement, a review shall be carried out in order to ascertain whether the arrangements are satisfactory from the viewpoint of both the employees and the employer.

The following relevant documentation should be included in any job-share agreement document:

- Names of the participating employees;
- Employee profile;
- Rationale for the proposal;
- Date from which the arrangements are effective;
- Percentage share of the position which applies to each participant;
- Timetable, as appropriate, for the job-share participants;
- On-going evaluation of the impact of the job-share on the educational and pastoral needs of the students and the administrative needs of the school;
- On-going evaluation of the impact of the job-share on the professional and pastoral needs of the participating employees;
- Arrangements should either or both parties wish to leave the job-share;
- Arrangements for the notice period required to change the arrangement;
- Joint planning arrangements;
- Method(s) of communication between employees;
- Arrangements for attendance at whole school professional development and in-service pupil free days;
- Arrangements for attendance at other whole of school activities such as liturgy, retreats, sport days, excursions and camps;
- Arrangements for the sharing of duties such as bus duty, playground supervision etc;
- Arrangements for assessment and reporting and attendance at parent interviews;
- Space for the signatures of the Principal, participants and the Director of Catholic Education; and
- Arrangements concerning approach to teaching style and classroom management, if appropriate.

PART FOUR – JOB-SHARE CONSIDERATIONS

The arrangements for a job-share position need to be considered on a number of levels.

Level One is at the system level where parameters need to be set in accordance with these guidelines and the employer policy on job-share.

Level Two is at school level with considerations such as:

- Is job-share appropriate for this school?
- How many positions?
- Which class level/s would be appropriate?

- What process will be used to determine the employees who will job-share and under what arrangement the participants will work?
- How will this be announced to staff and parents?

Level Three is at the partnership level. Each participant will need to consider and negotiate:

- days worked;
- communication;
- planning time;
- non-contact time;
- excursions;
- parent-teacher interviews;
- assessment and reporting procedures;
- playground and bus duty;
- attendance at staff meetings and other meetings; and
- professional development.

Other Considerations

Filling Job-Share Positions

Where possible and desirable the designated job-share position will be filled by two suitable continuing employees from the same school or system.

Such an arrangement will create a vacancy at the school or in the system which may be filled on a fixed-term basis.

At the end of the job-share arrangement all three (3) employees return to the positions and/or status they held before the job-share began.

Where a full-time continuing teacher wishes to job-share and the procedure outlined above is not a viable option another teacher maybe employed on a fixed-term basis for the duration of the job-share arrangement, i.e., one teacher shall be on a fixed-term part-time basis and the other teacher shall be on a continuing part-time basis for the duration of the job-share. At the end of the job-share arrangement the part-time continuing teacher will take up the full-time continuing position and the position of the part-time, fixed-term employee will cease.

In the event that either job-share partner leaves the job-share position, within the time of the job-share arrangement, the full-time position may be offered to the remaining teacher until the end of the job-share. In the event that the remaining teacher declines to take the full-time position the vacancy for the remainder of the fixed-term contract is advertised and will be subject to job-share arrangements.

PART FIVE – APPLYING FOR A JOB-SHARE POSITION



Step 1

Consider Eligibility and desirability of job-share arrangement



Step 2

Consider Cost Benefit Analysis



Step 3

Begin Application Process and Seek Job-Share Partner



Step 4

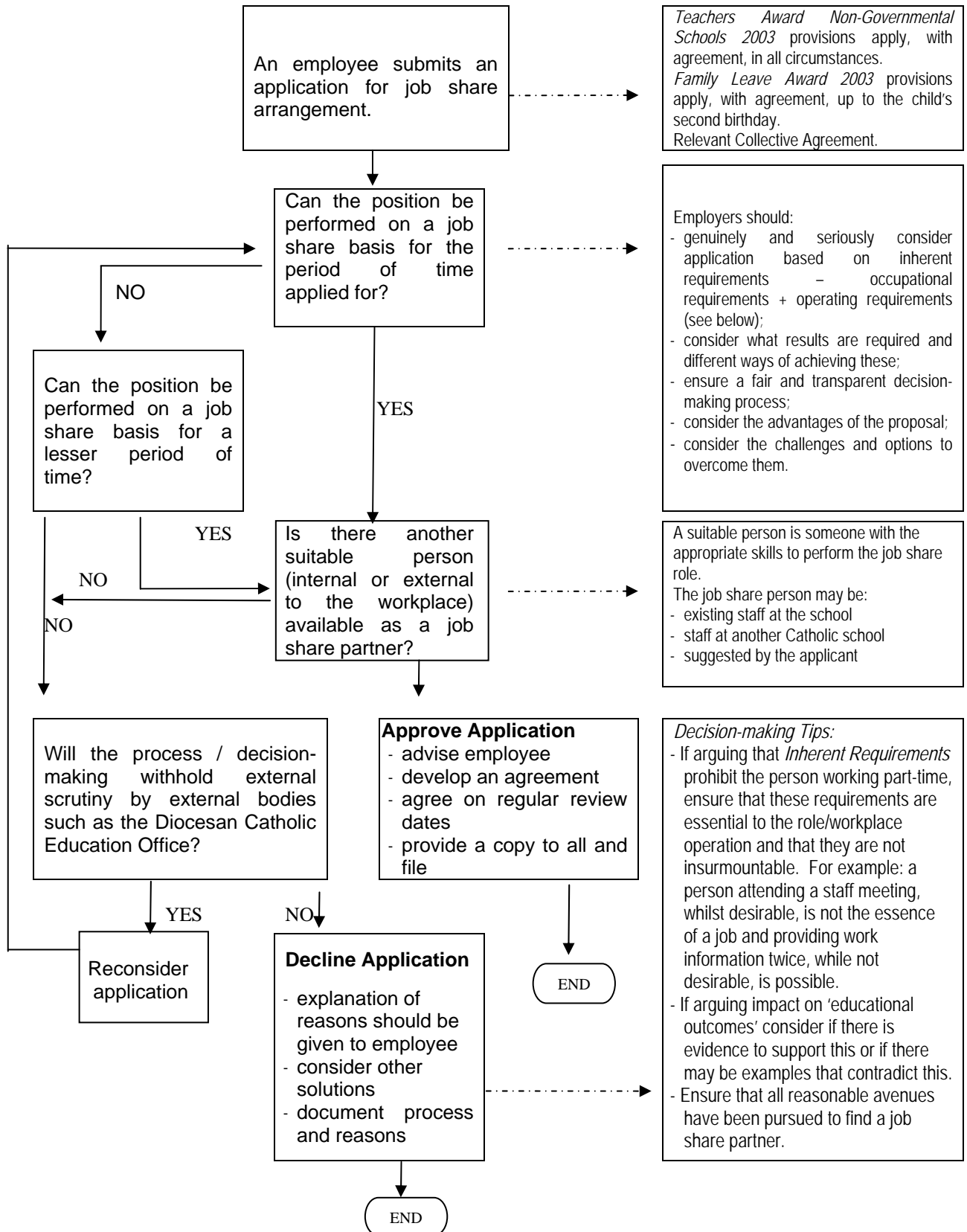
Complete the Job-Share Proposal Template and Apply



Step 5

Review Negotiated Arrangements/letters of appointment and sign agreement.

PART SIX – FLOW CHART



PART SEVEN – JOB-SHARE PROPOSAL TEMPLATE

Sample Agreement - Remove instructive boxes when using

1.0 Applicant Details

APPLICANT 1

Name:

Classification Level:

Current Location:

Current Employment Fraction:

APPLICANT 2

Name:

Classification Level:

Current Location:

Current Employment Fraction:

2.0 Proposed Part-Time Arrangements

Fraction, Days and Time

Applicant 1

Name

Fraction

Days / times to be worked

Week 1

M _____

T _____

W _____

T _____

F _____

Week 2

M _____

T _____

W _____

T _____

F _____

Preferred Teaching Levels / Subjects

Applicant 2

Name

Fraction

Days / times to be worked

Week 1

M _____

T _____

W _____

T _____

F _____

Week 2

M _____

T _____

W _____

T _____

F _____

Preferred Teaching Levels / Subjects

Arrangement Commence/Finish

Proposed Date for Commencement:

End Date (if applicable – see comments below):

Note:

- Teachers can be employed on a fraction ranging from 0.2 to 0.9.
- Each part-time person should be rostered on either full or half days. The period of engagement may start and finish at any reasonable time through the day but should be continuous. A half-day is equivalent to 2.5 hours rostered duty time. Ideally, the half-day should either be the first half, from the commencement of school, or the last half, the 2½ hours of rostered duty time immediately prior to the end of the timetabled school day.
- Use of End dates – an end date should **only** be implemented when the application is approved under the Family Leave Award 2003; when inherent requirements dictate that the application for part-time work can only be approved for a specified period of time; or when requested by the employee.

3.0 Proposed Work Responsibilities and Working Arrangements

The following sections have been included as a guide only. The information in italics has been designed to act as a prompt to assist employees to consider all aspects of the proposed job-share arrangement.

- 3.1 Curriculum Consider *who will manage* relevant sections.
- 3.2 Assessment and Reporting Consider *how marking of assessment will be shared*, report cards will be completed and how parent-teacher interviews will be conducted.
- 3.3 Communication Processes Consider the processes that are proposed for *day-to-day communication* between the teaching partners.

Consider what will happen if a job-share partner is not rostered during *professional development, staff meetings, year level meetings etc* and how it is proposed that communication will occur to update the person who was not present.
- 3.4 Absences Consider what will happen if one of the job-share partners takes *leave*. This includes sick leave family leave etc.
- 3.5 Continuation/Discontinuation of the Arrangement Consider what will happen to the arrangement if one of the job-share partners *resigns or takes extended leave*.
- 3.6 Review Processes Reviewing how the arrangement is working is good management practice. Include *review dates* as appropriate.
- 3.7 Other Considerations Include any other considerations.

* Job-Share Agreement should be drafted (outlining the above in detail) and attached.

4.0 Signatures

Applicant 1 Signature, Name & Date: _____

Applicant 2 Signature, Name & Date: _____

PART EIGHT – FREQUENTLY ASKED QUESTIONS

1. Does the school principal have the right to refuse job-share?

Job-share is undertaken with the agreement of all the relevant parties. That is, the employing authority/principal and the employees involved in the job-share. A principal can refuse to have job-share in a particular situation. Such a refusal however should ideally be based upon real and reasoned grounds. Where such reasons are stated the applicant/s ought to be allowed to constructively address those reasons.

2. How long does a job-share last?

Job-share usually lasts for a full academic year at the conclusion of which it may be reviewed and renewed for the following year if all parties agree. A job-share arrangement can also begin at another time throughout the year or across two academic years. Such arrangements need the agreement of all parties involved.

The guidelines will indicate that job-share positions are usually for one school year. Job-share positions may be for shorter periods and may be negotiated at the end of each year for a subsequent period.

3. Do I have to be a full-time continuing employee to undertake job-share?

A job-share arrangement involves a full-time continuing position being shared between two employees, one who is the occupier of the full-time continuing position.

Guidelines will define job-share as a voluntary arrangement in which a full-time continuing position, occupied by a full-time continuing employee, is divided between that employee and another suitable employee. Both employees will share responsibility for the position for a fixed-term period.

4. Can employees other than teachers undertake job-share?

In the Catholic sector teachers, school officers and ancillary staff are eligible to apply for job-share.

5. What happens if I don't want to job-share during the time I agree to job-share?

This would need to be discussed initially but usually in the event that either job-share partner leaves the job-share position, within the time of the job-share arrangement, the full-time position may be offered to the remaining employee until the end of the job-share. In the event that the remaining employee declines to take the full-time position the vacancy for the remainder of the fixed-term contract is advertised and will be subject to job-share arrangements.

Except in extenuating circumstances, should either job-share participant choose not to fulfil the job-share contract, the employer would hold no responsibility for the continued employment of that employee until the job-share contract has concluded and would consider the employee on Leave Without Pay.

6. Are there any quotas for job-share?

Catholic employers set a ratio of one (1) to seven (7). The 1:7 ratio may however be varied at the discretion of the employing authority.

Guidelines will usually indicate that the number of job-share positions offered in any school shall not exceed one (1) to seven (7) – (one job-share position to seven full-time positions). Guidelines will acknowledge the right of employers to vary the ratio above the maximum of 1:7 where necessary or desirable.

7. What happens if I want to change the arrangements during the job-share period?

Alterations to arrangements may be initiated by the employee/s or employer and need to be mutually agreed. Such alterations would require at least two weeks notice or a shorter period by mutual agreement, before implementation.

8. Do I have to be the same classification level as my partner?

If you are a teacher – no you do not have to be the same classification (Band & Step) level. Each job-share participant is paid according to their qualifications and experience. Other categories of employees will be paid according to the classification of the position they occupy.

9. Can I be forced to do a job-share?

No. Job-share is a voluntary arrangement entered into by willing participants.

Guidelines should state that job-share arrangements are arrangements entered into at employee initiative and that no employee will be coerced into taking up or converting to such a position.

10. With whom can I job-share?

A job-share arrangement can be undertaken with suitable employee. Two employees from the same school or system may job-share. A person outside of the system may also participate in a job-share arrangement as long as they are acceptable to the employing authority.

11. What happens at the end of the job-share period?

The guidelines will state that at the conclusion of the job-share period both employees return to the position as designated in the relevant letter of appointment and the employment status each held before the job-share began.

12. Does job-share count for incremental progression and other benefits?

Yes. Service counts for benefits but on a pro rata basis.

All work done by job-share employees counts towards incremental progression on a pro-rata basis.

Employees in job-share positions will receive on a pro-rata basis all entitlements in regard to: annual leave, annual leave loading, sick leave, long service leave, superannuation and all Award benefits and any other relevant allowances.

PART NINE – FURTHER INFORMATION

Development and implementation of work-life balance programs, practices and activities occurs within a legislative framework:

- *Anti-Discrimination Act (Qld) 1991*
- *Family Leave Award 2003*
- *ILO Convention 156*
- *Industrial Relations Act (Qld) 1999*
- *Workplace Health and Safety Act (Qld) 1995*
- *Workers Compensation and Rehabilitation Act (Qld) 2003*
- Awards and agreements applicable to Catholic Education employees.

FOR FURTHER ASSISTANCE PLEASE CONTACT YOUR MEMBER SERVICES OFFICERS

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