

"An Act relating to permanent part-time employment in state service; and providing for an effective date."

1/20/75

COMMITTEE REPORT

FINANCE

HOUSE

Mr. Speaker:

Date 30 Jan 75

The Committee on State Affairs has had House Bill 22

under consideration. A Majority of the members of the Committee

() recommends it DO PASS

() recommends it DO NOT PASS

(X) recommends it DO PASS WITH ATTACHED AMENDMENT(S)

() recommends it BE REPLACED WITH CS FOR _____ AND THAT

CS FOR _____ DO PASS

() "and" recommends it BE REFERRED TO THE _____

COMMITTEE

() reports it back WITHOUT RECOMMENDATION

() "other"

Members signing the Majority report:

<u>Bin Park</u>	_____	_____
<u>Helene Beckman</u>	_____	_____
<u>Wendy White</u>	_____	_____
<u>Joe McKinnon</u>	_____	_____

Members NOT concurring in the Majority report:

<u>Speaking</u>	recommends: <u>no rec</u>
_____	recommends:
_____	recommends:
_____	recommends:
_____	recommends:

Bin Park Chairman

AMENDMENT

OFFERED IN THE SENATE:

BY: STATE AIF COMMITTEE

TO: _____ SENATE BILL No. _____

HOUSE BILL No. 22

PAGE: 1 line 15

LINE: 25

Delete (14) ~~in entirety.~~ *and insert in line a new para - graph as follows*
Insert amendment as follows after line 14 to read:

(14) for each permanent part-time employee the state shall contribute the full state contribution rate and any coverage for dependents shall be at the expense of the employee.

Amendment 2 -- Lines 25 and 26 delete in entirety
~~after line 24 "the state receives service"~~ after "the state receives service"
insert: on a pro-rata basis.

Page 1 line 24 after the word "receives" ^{service}
insert the words " on a pro-rata
basis."
Delete lines 25 and 26.

"An Act relating to permanent part-time employment in state service; and providing for an effective date."

COMMITTEE REPORT

1/31/75

HOUSE

Mr. Speaker:

Date _____

The Committee on FINANCE has had HB 22

under consideration. A Majority of the members of the Committee

recommends it DO PASS

recommends it DO NOT PASS

recommends it DO PASS WITH ATTACHED AMENDMENT(S)

recommends it BE REPLACED WITH CS FOR _____ AND THAT

CS FOR _____ DO PASS

"and" recommends it BE REFERRED TO THE _____

COMMITTEE

reports it back WITHOUT RECOMMENDATION

"other"

Members signing the Majority report:

Members NOT concurring in the Majority report:

_____ recommends:

_____ recommends:

_____ recommends:

_____ recommends:

_____ recommends:

Chairman

The Legislature of the State of Alaska
FISCAL NOTE

First Session - Ninth Legislature

I. REQUEST

Bill No. Senate Bill 20 and House Bill 22

Title: Permanent Part-Time Employment

Requested by: Senate State Affairs

Date: January 24, 1975

Return Date Requested: ASAP

Agency: Administration - Retirement

Program: Health Insurance

II. FISCAL DETAIL

Budget Request Unit(s) Affected: ALL

A. EXPENDITURES: (Thousands of dollars)

OBJECT	FY 75	FY 76	FY 77	FY 78	FY 79	FY 80
100 PERSONAL SERVICES	-0-	-0-	-0-	-0-	-0-	-0-
200 TRAVEL	-0-	-0-	-0-	-0-	-0-	-0-
300 CONTRACTUAL	-0-	-0-	-0-	-0-	-0-	-0-
400 COMMODITIES	-0-	-0-	-0-	-0-	-0-	-0-
500 EQUIPMENT	-0-	-0-	-0-	-0-	-0-	-0-
600 LAND & STRUCTURES	-0-	-0-	-0-	-0-	-0-	-0-
700 GRANTS, CLAIMS, ETC.	-0-	-0-	-0-	-0-	-0-	-0-
100 Benefits	169.8	186.8	205.4	226.0	248.6	273.5
TOTAL	169.8	186.8	205.4	226.0	248.6	273.5

B. FUNDING: (Thousands of dollars)

GENERAL FUND	169.8	186.8	205.4	226.0	248.6	273.5
FEDERAL FUNDS	-0-	-0-	-0-	-0-	-0-	-0-
OTHER	-0-	-0-	-0-	-0-	-0-	-0-

C. POSITIONS:

PERMANENT/TEMPORARY	0/0	0/0	0/0	0/0	0/0	0/0
MAN MONTHS (P./T.)	0/0	0/0	0/0	0/0	0/0	0/0

III. ANALYSIS (See Fiscal Note Preparation Instructions, Section III)

Cost per month for each employee - \$28.30

Estimated number of employees involved = 500 (does not include U. of A.)

Cost per month - \$14.2

Annual Cost - \$169.8

It is assumed that medical insurance premiums will increase 10% each year.

The inclusion of this group would have no administrative cost impact.

IV. ATTACHMENTS

V. DATE: 2/3/75

PREPARED BY: Robert S. Gates

Robert S. Gates, Director
Division of Retirement & Benefits
Department of Administration

Original: Legislative Finance
cc: Budget and Management
Prime Sponsor (First Legislator Named)

1 IN THE HOUSE

BY MILLER

2 HOUSE BILL NO. 22

3 IN THE LEGISLATURE OF THE STATE OF ALASKA

4 NINTH LEGISLATURE - FIRST SESSION

5 A BILL

6 For an Act entitled: "An Act relating to permanent part-time employment in
7 state service; and providing for an effective date."

8 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF ALASKA:

9 * Section 1. AS 39.25.150 is amended by adding a new paragraph to read:

10 (24) the employment of persons in permanent positions on a
11 part-time basis of 15 hours or more a week, including the employment of
12 two persons to fill one permanent full-time position; these employees
13 shall be designated as permanent part-time employees.

14 * Sec. 2. AS 39.30.090 is amended by adding a new paragraph to read:

15 (14) For each permanent part-time employee the state shall
16 contribute one-half the state contribution rate for permanent full-time
17 state employees and the permanent part-time employee, as a condition of
18 employment, shall contribute the other one-half.

19 * Sec. 3. AS 39.30.100(1)(A) is amended to read:

20 (A) an employee who has served in permanent full time or
21 part-time employment with the same governmental unit for 30 ~~days~~ or
22 more, except an [A PART-TIME,] emergency or temporary employee, and

23 * Sec. 4. AS 39.35.300 is amended by adding a new subsection to read:

24 (b) A permanent part-time employee of the state receives service
25 credit equal to one-half the service credit which would have been earned
26 as a permanent full-time employee.

27 * Sec. 5. AS 39.35.680(5)(A) is amended to read:

28 (A) means a person who receives remuneration for
29 permanent full-time or permanent part-time personal services

1 regularly rendered to an employer or who would receive renumeration
2 except for an authorized leave of absence;

3 * Sec. 6. AS 39.35.680(5)(C)(ii) is amended to read:

4 (ii) casual [OR PART-TIME] workers in a position having
5 duties which will not permit at least six months of service during
6 a calendar year,

7 * Sec. 7. This Act takes effect on January 1, 1976.
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The Legislature of the State of Alaska
FISCAL YEAR

First Session - Ninth Legislature

I. REQUEST

Bill No. Senate Bill 20 and House Bill 22

Title: Permanent Part-time Employment

Requested by: Senate State Affairs

Date: January 24, 1975

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PREPARED BY:

Robert S. Gates, Director
Division of Retirement & Benefits
Department of Administration

Original: Legislative Finance
cc: Budget and Management
Prime Sponsor (First Legislator Named)

fiscal note:

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BY CHANCE

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4 NINTH LEGISLATURE - FIRST SESSION

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HB 22

STATE OF ALASKA

WILLIAM A. EGAN, GOVERNOR

DEPARTMENT OF ADMINISTRATION

DIVISION OF ADMINISTRATIVE SERVICES
PUBLIC EMPLOYEES' RETIREMENT & TEACHERS' RETIREMENT SYSTEMS,
HEALTH INSURANCE PROGRAM, GOVERNMENT SOCIAL SECURITY PROGRAM

POUCH CR - JUNEAU 99801

May 16, 1975

The Honorable Hugh Malone
Chairman
House Finance Committee
Pouch V
State Capitol
Juneau, Alaska 99801

Dear Representative Malone:

I have reviewed the fiscal note which I prepared on House Bill #22 on February 3, 1975 and find that an erroneous assumption was used in estimating the cost impact. The \$169,800 for FY 7 was based on the assumption that new positions would be created. In reviewing the language contained in the bill, it would appear that in all likelihood existing authorized positions would be reclassified so that two permanent part-time employees would occupy a single position. If that is the intent of this legislation then there would be no fiscal impact to the State of Alaska by virtue of these statutory changes.

I am concerned about some inequities which may result with the language contained in this piece of legislation. Under Section 4, AS 39.35.160 (b) a person working more than half time but less than full time would only receive half time credit. To provide equity among members, I would recommend that the following language be used: "A permanent part-time employee of the state receives service credit on a pro rata basis to that which would have been earned as a permanent full time employee." If this language is used then a person would receive service credit based on the hours of work performed rather than only on a half time basis.

The Honorable Hugh Malone

-2-

May 16, 1975

I regret that the error contained in the original fiscal note was not detected sooner. I trust that this letter will serve as a replacement for the fiscal note originally submitted. If you have any additional questions on this matter I would appreciate hearing from you.

Sincerely,



Robert S. Gates, Director
Division of Retirement & Benefits

RSG/jec

cc: Rep. Mike Miller

HB 22

STATE OF ALASKA

DEPARTMENT OF ADMINISTRATION

DIVISION OF ADMINISTRATIVE SERVICES
PUBLIC EMPLOYEES' RETIREMENT & TEACHERS' RETIREMENT SYSTEMS,
HEALTH INSURANCE PROGRAM, GOVERNMENT SOCIAL SECURITY PROGRAM

WILLIAM A. EGAN, GOVERNOR

POUCH CR - JUNEAU 99801

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House Finance Committee
Pouch V
State Capitol
Juneau, Alaska 99801

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Sincerely,

A handwritten signature in cursive script, appearing to read "Robert S. Gates".

Robert S. Gates, Director
Division of Retirement & Benefits

RSG/jec

cc: Rep. Mike Miller

MF
HB 22

HB 539



Representative Hugh Malone
Chairman
House Finance Committee
Pouch V
State Capitol Building
Juneau, Alaska 99811

Dear Hugh:

H.B. 22, which is in your committee, would allow and to some extent would even encourage the state to initiate a practice of hiring two employees part time instead of one employee full time. This would not of course be a mandatory requirement for a hiring authority, but it would present an option which at present either does not exist or if it does exists under a cloud which effectively precludes the practice. There's nothing really very revolutionary about the idea. It's just common sense. But the idea has received a certain amount of notice in recent times. I'm enclosing for your information and that of the finance committee nine copies of an article which appeared in Passages, the in-flight magazine of Northwest Airlines. I'm enclosing as well some material obtained from Catalyst, an organization which seeks enactment of this type of legislation in the various state legislatures. Inasmuch as the fiscal impact of this legislation would be virtually zero (there is in fact reason to hope that we might even "show a profit" through its enactment). I'm hopeful that you'll be able to schedule an early hearing on the bill.

Many thanks.

Sincerely,

A handwritten signature in cursive script that reads "Mike Miller".

Mike Miller

REPRESENTATIVE
MIKE MILLER
ALASKA STATE LEGISLATURE
P.O. Box 1494
JUNEAU, ALASKA 99802
HOME PHONE 586-3067
LEGISLATIVE PHONE 465-3739

HOUSE MAJORITY LEADER
VICE CHAIRMAN, LEGISLATIVE COUNCIL
VICE CHAIRMAN, STATE AFFAIRS COMMITTEE
MEMBER, RULES COMMITTEE
MEMBER, COMMITTEE ON COMMITTEES

CONSTRUCTING AN EMPLOYEE BENEFIT PACKAGE
FOR PART-TIME WORKERS

A Rationale For Arriving At An
Equitable Benefit Package At
No Extra Cost To The Employer

A
CATALYST
Position Paper

Copyright 1975 by Catalyst

Part-time employment--working less than a five-day, thirty-five or forty hour week--is becoming increasingly important to the American economy. Almost one out of every seven civilians in the labor force is a part-time worker. Nearly one third of all employed women work part time. Many millions of retired men and women either work part time or seek such employment, as do college students and other persons unable to assume full-time work. A bill supporting the case for flexible work schedules and adjusted benefits for part-time workers, the "Part-Time Career Opportunity Act," is under serious consideration by Congress.¹ Similar legislation has been passed in Massachusetts and introduced in Illinois.

Part-time employees usually do not receive the same benefits as their full-time counterparts. A person who works for a company three days a week for ten years may be eligible for fewer benefits than one who has worked five days a week for only a few months! In fact, some employers refuse to provide any benefits to part-time

¹The Act has two purposes: to create more part-time jobs with pro-rated benefits in Federal Civil Service; and to influence state and city governmental agencies and private firms to do the same. It would require that in each of the next five years, two per cent of full-time Federal jobs--up and down the career ladder--be restructured into part-time positions. Senator John V. Tunney of California introduced the bill, and Congresswoman Yvonne Burke has sponsored a companion bill in the House.

workers, except those that are required by law. And yet, the average full-time worker receives an additional thirty-three cents of every payroll dollar in the form of employee benefits.

Employers frequently give two reasons for their reluctance to offer benefits to part-time workers. First, some argue that part-time workers are less committed and less productive than their full-time counterparts. However, studies show that in many cases the permanent part-time worker is actually more efficient, takes less time off for lunch, coffee breaks, personal days and sick leave, and has a lower rate of attrition than full-time employees.²

The second argument is a more powerful one and deserves closer scrutiny: A benefit package for part-time workers can involve greater overhead cost than a comparable program for full-time workers. This need not be the case, however. Benefits can be calculated on a pro-rated (and sometimes selective) basis, such that part-time employees receive a fair proportion of the

²SEE: Federally Employed Women, ABC's of Your Job: A Handbook on Personnel Management Matters, "Fact Sheet #2: The ABC of Part-Time Work." Washington, D.C.: F.E.W., Inc., June, 1971; and Catalyst, Part-Time Social Workers in Public Welfare. New York: Catalyst, October, 1971.

total benefit package, based on the number of hours they actually work.

This paper provides guidelines for constructing an employee benefit package for part-time workers that is equitable to both employer and employee. Pro-rating is based on annual earnings, and is quite feasible for computing all compensatory and most supplementary benefits. Where pro-rating is not possible, suggestions are offered for making other types of adjustments in the benefit package.

STATUTORY BENEFITS

The three general categories of employee benefits are statutory, compensatory, and supplementary. Statutory benefits are those mandated by law, and include social security benefits (FICA), federal and state unemployment insurance, state disability insurance and workman's compensation. While it is not possible to pro-rate the benefits in this category, the only significant figure involved is that of social security.

Social security benefits are paid for by the equal contributions of worker and employer on annual earnings up to a given base amount (\$14,100); above this base, earnings are not taxed. Currently, workers and employers each pay 5.85% of earnings up to \$14,100. The maximum

annual payment is \$824.85, and the average payment per worker is \$476.21. The wage base figure, automatically revised to reflect rising income levels, is expected to increase to \$15,300 in January, 1976. This would be reflected in a \$72.20 increase in the maximum social security contribution, bringing the figure to \$895.05.

What does this mean to the employer of part-time personnel? There are three income levels at which the social security cost of part-time workers changes in relation to that of full-time workers:

.If the salary of one full-time employee, or the combined salary of two part-time employees, is \$14,100 or less, the social security cost to the employer is identical. Most part-time workers fall into this category.

.When the combined salary of two part-time employees falls between \$14,100 and \$28,200, the cost to the employer increases up to double that of one full-time person. The employer pays the same maximum per year on a single salary, but must pay up to that maximum on each part-time salary.

.When the combined salary exceeds \$28,200, there are no additional social security costs. While it continues to cost the employer twice as much for two part-time workers, the absolute amount never exceeds the maximum for each worker. By the time salaries reach this level, social security costs constitute only a small percentage of salary.

Table 1 shows the annual social security costs-- at four sample salary levels--that an employer is

required to pay. It compares the costs of employing a single full-time worker to those incurred for two half-time people who together earn the same salary. (Similar tables throughout the paper will compare costs for other statutory benefits.)

Salary Level	\$8000	\$12,000	\$20,000	\$30,000
Cost of two half-time workers	\$ 468.00	\$ 702.00	\$ 1,170.00	\$ 1,649.70
Cost of one full-time worker	\$ 468.00	\$ 702.00	\$ 824.85	\$ 824.85
Difference	None	None	\$ 345.15	\$ 824.85

TABLE 1: COMPARING ANNUAL SOCIAL SECURITY COSTS AT VARIOUS SALARY LEVELS (5.85% of \$14,100 base)

According to the Bureau of Labor Statistics, the median annual salary of full-time workers was \$8,788 in May, 1974. Hence, while it is realistic for some employers to anticipate extra social security costs for their part-time workers, many employers will not be affected. For those who are, the higher cost of social security can be balanced by pro-rating optional benefits or simply reducing them³ by an amount equal to the extra social security.

³The inequity that occurs at higher salary levels could be alleviated if Congress, in order to generate more social security revenue, were to raise the taxable wage base.

Requirements of state unemployment insurance vary, and specific figures must be obtained locally. All state laws cover firms having at least one employee for twenty weeks, or a quarterly payroll of \$1500 in the current or preceding calendar year. The standard rate in most states is 2.7% of the taxable payroll, or \$4200 in all but five states.⁴ Employers with "good" records of unemployment (that is, few firings) are rewarded with even lower tax rates. Because the \$4200 base is so low, there is a difference between the cost of employing one full-time worker and two part-time people. However, the differential is never greater than the rate of the base; using the cases given in Table 2, this comes to 2.7% of \$4200, or \$113.40.

Salary Level	\$8000	\$12,000	\$20,000	\$30,000
Cost of two half-time workers	\$ 216.00	\$ 226.80	\$ 226.80	\$ 226.80
Cost of one full-time worker	\$ 113.40	\$ 113.40	\$ 113.40	\$ 113.40
Difference	\$ 102.60	\$ 113.40	\$ 113.40	\$ 113.40

TABLE 2: COMPARING ANNUAL STATE UNEMPLOYMENT INSURANCE COSTS AT VARIOUS SALARY LEVELS (2.7% of \$4200 base)

⁴The higher base limits are: Minnesota \$4,800; Oregon \$5,000; Washington \$6,000; Hawaii \$6,800; Alaska \$10,000.

Employers pay an additional tax for federal unemployment insurance: .005 of the first \$4200 paid to each employee. As Table 3 shows, the difference between worker categories is negligible. (Non-profit organizations are exempt from this tax.)

Salary Level	\$8000	\$12,000	\$20,000	\$30,000
Cost of two half-time workers	\$ 40.00	\$ 42.00	\$ 42.00	\$ 42.00
Cost of one full-time worker	\$ 21.00	\$ 21.00	\$ 21.00	\$ 21.00
Difference	\$ 19.00	\$ 21.00	\$ 21.00	\$ 21.00

TABLE 3: COMPARING ANNUAL FEDERAL UNEMPLOYMENT INSURANCE COSTS AT VARIOUS SALARY LEVELS (.005 of \$4200 base)

State disability and workman's compensation vary widely as to the extent of coverage and rates charged. Thus, average figures are not likely to accurately reflect the situation in your place of work. However, differences in the cost of these items for part-time employees--as opposed to full-time personnel--are small.

State disability insurance is regulated locally. In New York State, both employer and employee generally contribute up to thirty cents each week. Many companies purchase additional coverage from private companies

and this is tax-deductible for the employer.

Workman's compensation laws provide protection against work-connected injuries and death. Federal employees, longshore and harbor workers, and private employees in Washington, D.C. are covered by federal workman's compensation laws. Most state laws exempt agriculture, domestic and casual labor employment; and about one third exempt employers with less than a specified number of employees. Coverage is obtained through private insurance companies, and rates are based on two factors: total payroll and work classification of employees.

COMPENSATORY AND SUPPLEMENTARY BENEFITS

Earlier, it was suggested that compensatory and supplementary benefits could be adjusted to equalize the higher costs employers must pay to cover statutory benefits for their part-time employees. Compensatory benefits are those that refer to wages paid for time not worked. This category includes paid vacation, holidays, sick leave, jury duty and the like. All of these can easily be computed on a pro-rated basis. For example, if a full-time worker receives fourteen days of paid vacation a year, the half-time worker can receive seven (or perhaps fewer). Part-time employees

represent a valuable asset to employers and may actually save money in this category, since they generally use less of their allotted personal and sick days than do full-time workers. (In certain occupations, the time required to "set up and break down" may be greater for a short-shift employee. However, this cost-efficiency issue can be resolved by arranging for part timers to work fewer but longer shifts.)

Supplementary benefits cover a broad category designed to supplement the employee's income in various ways:

- .providing insurance coverage, e.g., medical life, long-term disability
- .making financial programs available, e.g., pension plans, profit-sharing, stock purchase options, tax-sheltered annuities
- .offering various, relatively minor benefits, e.g., tuition payments, discount purchase plans, free or subsidized meals

Most supplementary benefits--such as life insurance, travel insurance and profit-sharing--are based on earnings and can readily be pro-rated. A few supplementary benefits are considered per capita costs. Of these, medical insurance is the most expensive. Since the cost of each component of medical insurance is based on head count, part-time personnel accounts for a significantly greater cost if full coverage is

provided in all categories. To offset these extra costs, the employer can make choices about coverage for part-time workers. There are several options:

- .not offer medical insurance to employees covered elsewhere
- .provide a proportion of various components
- .provide some components of coverage but not others
- .limit coverage to the individual and not extend it to the family
- .decline to pay for the insurance, but make a group plan available for employees not otherwise covered
- .reduce other benefits by the additional cost of medical insurance

If a company's current contracts for group medical insurance, pension and profit-sharing plans have been drawn up for regular full-time employees only, they can be rewritten or renegotiated to include all permanent employees, whether full-time or part-time.

Many supplementary benefits have a qualification period during which the stability and permanence of the employee is determined. The employer can save a substantial amount by extending this period on a pro-rated basis for part-time workers. (This would not, however, be desirable for retirement and pension plans.)

Part-time employees will benefit from the recently passed Employee Retirement Income Security Act, which eases the requirements for pension benefits. Any employee who has been with a firm having a pension is eligible to participate, provided that he or she has put in one thousand hours. Companies must comply with this law and revise their participation rules by 1976.

THE OPTIONAL APPROACH

Most benefits can be pro-rated without additional cost to the employer. And once the amount of any additional cost for a given benefit has been determined, both employer and employee are in a position to reduce other benefits by that amount.

The "optional" approach to employee benefits (otherwise known as the "market-basket" or "cafeteria" approach) refers to the concept of flexible compensation-- giving the employee some choice as to what benefits are preferred in an overall package. First considered in the 1960s, and still in its early stages of growth and refinement, this concept offers many advantages. Each employee may "spend" a certain percentage of salary on benefits of his or her choice. So employees can select those options most suited to their needs, all without

costing employers anything additional. The approach recognizes the individuality of each employee and the different requirements each person has at various stages of life. Older workers, for example, can select retirement benefits and forego maternity coverage. Married people can avoid duplicating benefits already provided through their spouse's employment. Moreover, by pricing each component of the benefit package and allowing employees to select some or all of their options, the employer can provide part-time personnel with a clear, serviceable framework for constructing an equitable package.

Readers are invited to contact Catalyst if they have any further questions on this topic.

Ellen Abby Lazer
Research Associate, Catalyst



CATALYST
14 East 60 Street
New York, New York 10022



If two part-time workers sharing a job are more productive than a single worker, then why are so few employers willing to try it?

**WHEN
TWO HALVES
EQUAL
MORE THAN
ONE**

by Paul Dickson

Worktime and its arrangement, which until very recently was a subject attracting scant attention and imagination, has quickly become a matter for concern. While few aspects of work seem as deadening as the way time is handled, few are so easy to experiment with, challenge and change, and few offer such easy potential for quick employee and employer rewards. Unfortunately, change in the entrenched employment pattern is glacial, and only a relative few have been able to participate in these timely new departures.

Several factors work against employer acceptance of nontraditional work patterns. First, the general state of the economy has not encouraged new hiring in recent months. Second, there is the inertia and resistance of employers who tend to meet all new thoughts with preconceived ideas.

Catalyst is one organization that believes that traditional work patterns are outdated and need to be subverted. Its stock in trade is new options in life and work-style, and though its clients are women, the ideas which it is pioneering could go a long way in changing everyone's lot.

Catalyst is a non-profit organization dedicated to the idea that today's college-educated woman should not have to make that old and tired choice between family and career. It tries to open doors so that women can be active in both spheres at once. It was founded in 1962 by five college presidents and an energetic woman named Felice Schwartz, who serves today as its president.

For more than a decade now, Catalyst has served as the combined information clearing-house, think tank, pressure group and source of inspiration for untapping what iconoclastic executive Robert Townsend has termed "the largest untapped labor source in America today." It has sponsored research into the availability of women for part-time careers, launched projects to show the advantage of the permanent part-timer and supplied thousands of women with the needed "how to's" of getting back into the job market.

One of the Catalyst's goals is to usher in new forms of work to support the permanent part-timer. To this end it has identified five new categories of work. While each of these variations on the standard work situation exist today on a very minor and informal scale, it is Catalyst's hope to make them commonplace. These targeted work formats are:

Paired or Partnership Work: Two people fill one full-time, full-day job with equal responsibility for time on the job and the subject matter at hand. A good example of an easily paired job is that of an elementary school teacher. In such situations two part-time workers cover one job in two sessions. Such pairing has its advantages: among others, one teacher can easily cover for the other in case of illness, and each can bring complementary skills to the job.

Shared Work: Two people divide a job with responsibility for half the total work. Unlike paired work, the two do not necessarily have to split the day; rather they split the total workload of a single job making it ideally suited to work

parceled out in individual assignments or cases.

Split-location Work: Simply a job in which work is done both at the office and at home. One's work schedule is defined in advance so that appointments can be held at the office. Such jobs can either be part- or full-time.

Split-level Work: One full-time job is analyzed into its functional components, and it is determined that the skills needed involve varying degrees of training and ability and can be split along these lines.

Specialist: The person takes on a single aspect of a job which requires less than full-time employment, such as a teacher of a specialized subject not in heavy demand or the editor of a house organ for a small company.

Catalyst's contention is that these now rare formats are destined to become more and more common in the future, and the organization is doing all that it can to push, publicize and demonstrate them.

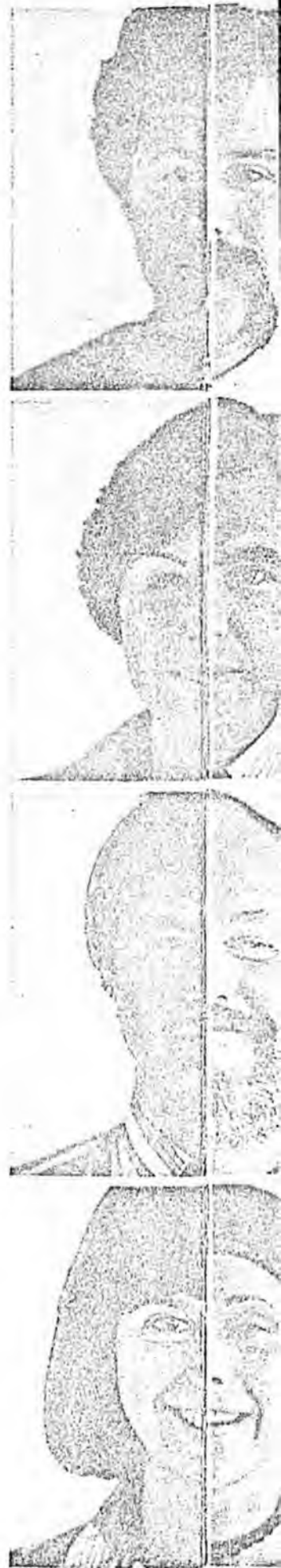
"The appeal of what we advocate is not philanthropic but economic," says Ms. Schwartz. "Our message is that we are presenting ideas which will enable companies and public agencies to get more for their money."

What Catalyst has determined — and the punch line to its message — is that permanent part-timers are proportionally more productive and less liable to leave their jobs than their full-time counterparts. The mathematics of a shared job, for example, is that two half-timers add up to more than one full-timer. This assertion is not a glibly tossed off bit of overenthusiasm, but rather a conclusion backed by solid documentation and careful demonstration.

One major Catalyst demonstration project has been conducted in conjunction with the Massachusetts Department of Public Welfare in work sharing. Starting in May 1968, Catalyst began recruiting for part-time caseworkers. Some 1,500 inquiries were received. Of the final 50 who were qualified and selected, the "typical" woman was a 45-year-old college graduate mother with three children in their early teens. On the average, it had been 14 years since she had held her last job. All were assigned to offices in Boston and most were assigned to Aid to Families with Dependent Children (AFDC) cases. Each was offered the choice of two schedules: either five hours a day, four days a week or two full days plus one half day. Because of family obligations, most chose the four-day schedule.

The results were dramatic. As for performance, the turnover rate among the women was 13 percent as opposed to the usual 40 percent. The half-timers were carrying an average of 42 cases as compared to an average of 78 for full-timers; and the Catalyst group, on the average, had 89 percent (not the expected 50 percent) as many face-to-face contacts with clients and averaged 20 percent *more* (rather than 50 percent less) telephone contacts with their clients.

The lesson from the Massachusetts project is a compelling one: an eager, easily trained and



untapped resource is available and ready for quick productivity.

Another Catalyst effort undertaken in the late 1960s reveals the strengths of pairing part-timers as teachers.

Catalyst studied a pairing of part-time teachers in Framingham, Mass. Parents and PTA officials actually stressed the benefit for children in having two teachers, as each teacher concentrates on a specialty with a "new" teacher coming in at noon to enliven things. One principal phoned six parents of first-graders being taught by a partnership and found them all positively impressed even though three of them admitted that they did not like the idea when they first heard about it. Administrators were impressed with the total impact of two teachers. "They're part-time on pay day only. We get about two-thirds of a teacher for half-time pay," said one principal, and another believed that each partner tended to put in as much preparation time as if they were each working full-time.

Since Catalyst investigated Framingham in 1967, pairing has started in other Massachusetts schools and in several other systems across the nation. In one of several applications in Miami, a high-school principal was bringing in part-timers to enrich the curriculum. One woman was brought in to teach Chinese and Asian studies and another to teach Arabic. In the case of the Chinese teacher, the principal was using a non-accredited specialist but was able to hire her and bypass the rules because she was brought in for a non-credit course. The Detroit school system, suffering an acute shortage of teachers, employed over 400 part-timers to meet the emergency. Retired teachers were being brought back two days a week to teach remedial reading, and others who could not work full-time were splitting classes on a three and two-day basis.

Increasingly, Catalyst is moving beyond projects which demonstrate its ideas to actions which will enable those ideas to be implemented on a national basis. One aid to the process, the "Catalyst National Roster," is a computer-based registry of women available for employment. This periodical lists women in many fields on a line-by-line basis with a typical entry giving the person's job title, years of experience, salary range, preferred location, highest academic degree and whether she is seeking full- or part-time work.

Catalyst is also working through an ever-expanding network of local "resource" units which are either existing groups such as women's centers, YWCA's and counseling centers, or new groups which have come into being to work for new time arrangements on a local level.

One of these local groups pushing to create new positions is Washington Opportunities for Women (WOW) which has been working to open part-time employment in the government, which has hardly moved at all in this area; however, this situation should change soon. A bill introduced in the Senate by John Tunney, the "Part-Time Careers

Opportunity Act," was passed in June '75, and the House bill, introduced by Yvonne Burke, is expected to pass soon. The bill requires that in each of the next five years, two percent of full-time Federal jobs — up and down the career ladder — be restructured into part-time positions.

While such major proposals as this bill begin to circulate, Catalyst is working on some of the logistical questions which could become problems as new time arrangements become more common. One such question is how does an employer handle fringe benefits when two are holding down one job. Catalyst knows that employers are not going to give away two full collections of benefits for two part-timers, and it has arrived at a set of alternative options which can be presented by the applicant when a job is being approached. These packages are detailed in a position paper entitled "Constructing an Employee Benefit Package for Part-time Workers."

Being a wife and mother seems to be just one reason for a person to fit into permanent part-time employment. Some people, regardless of sex, might want to block out part of their life to go back to school as part-time students still holding half a job. Two older people working at the same level might want to become partners, quit one job and hold the other between them, thereby allowing them to work half-time as they approach retirement. This also makes space for someone else to enter the workforce. Similarly, two retired people who have become restless with too much free time, but who don't want to go back to working full-time, fit into this plan. Nor is there anything which says that a man in his prime should not opt to work part-time while he pursues some other interest or job with the rest of his time.

The once and future impact of this group of predominant part-timers is not to be underestimated. By individual contact or through addresses at meetings, over 1,000 companies have been given the message and Catalyst has been able to pry loose from foundations the money which it needs to get its information out to its clientele. That it has not overturned the basic employment pattern in America is to hint that it has failed. It has, in fact, taken a significant stride in softening things up so that such an overhaul can occur.

And Ms. Schwartz sees other trends which might encourage part-time hiring. "The whole concept of traditional work patterns may in the near future be displaced by real economic problems. There possibly are just not enough jobs to go around now. Can we tolerate the present high level of unemployment? Is it not more equitable to share the available jobs, with perhaps each person working a 30-hour week, and thereby meet both economic and personal needs? I feel it's going to happen. We hope we're going to make it happen much faster." □

Paul Dickson's book, The Future of the Workplace (published by Weybright and Talley), from which this article was excerpted, will be available in book stores next month.

Introduced: 1/20/75
Referred: State Affairs and
Finance

BY MILLER, BRADNER, OSTROSKY,
SMITH AND SWANSON

1 IN THE HOUSE

2 HOUSE BILL NO. 22

3 IN THE LEGISLATURE OF THE STATE OF ALASKA

4 NINTH LEGISLATURE - FIRST SESSION

5 A BILL

6 For an Act entitled: "An Act relating to permanent part-time employment in
7 state service; and providing for an effective date."

8 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF ALASKA:

9 * Section 1. AS 39.25.150 is amended by adding a new paragraph to read:

10 (24) the employment of persons in permanent positions on a
11 part-time basis of 15 hours or more a week, including the employment of
12 two persons to fill one permanent full-time position; these employees
13 shall be designated as permanent part-time employees.

14 * Sec. 2. AS 39.30.090 is amended by adding a new paragraph to read:

15 (14) For each permanent part-time employee the state shall
16 contribute one-half the state contribution rate for permanent full-time
17 state employees and the permanent part-time employee, as a condition of
18 employment, shall contribute the other one-half.

19 * Sec. 3. AS 39.30.100(1)(A) is amended to read:

20 (A) an employee who has served in permanent full-time or
21 part-time employment with the same governmental unit for 30 days or
22 more, except an [A PART-TIME,] emergency or temporary employee, and

23 * Sec. 4. AS 39.35.300 is amended by adding a new subsection to read:

24 (b) A permanent part-time employee of the state receives service
25 credit equal to one-half the service credit which would have been earned
26 as a permanent full-time employee.

27 * Sec. 5. AS 39.35.680(5)(A) is amended to read:

28 (A) means a person who receives remuneration for
29 permanent full-time or permanent part-time personal services

1 regularly rendered to an employer or who would receive remuneration
2 except for an authorized leave of absence;

3 * Sec. 6. AS 39.35.680(5)(C)(ii) is amended to read:

4 (ii) casual [OR PART-TIME] workers in a position having
5 duties which will not permit at least six months of service during
6 a calendar year,

7 * Sec. 7. This Act takes effect on January 1, 1976.
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ALASKA STATE LEGISLATURE

NINTH Legislature FIRST Session

HOUSE BILL NO. 22

By MILLER, HEADNER, OSTROSKY, SMITH AND SWANSON

"An Act relating to permanent part-time employment in state service; and providing for an effective date."

Permanent part-time employment

Introduced in the House ...1/20/75, 19.75

HISTORY IN THE HOUSE

19 75

Jan 20

Read first time and referred to Committee on State Affairs and Finance

Reported back with recommendation that

Read second time and

Read third time and

PASS Effective Date
Yeas Yeas
Nays Nays
Absent Absent
Excused Excused

Reconsideration

PASS Effective Date
Yeas Yeas
Nays Nays
Absent Absent
Excused Excused

Reported correctly engrossed
Signed by Speaker
Sent to Senate

CHIEF CLERK OF THE HOUSE

HISTORY IN THE SENATE

19

Read first time and referred to Committee on

Reported back with recommendation that

Read second time and

Read third time and

PASS Effective Date
Yeas Yeas
Nays Nays
Absent Absent
Excused Excused

Reconsideration

PASS Effective Date
Yeas Yeas
Nays Nays
Absent Absent
Excused Excused

Reported correctly engrossed
Signed by President
Returned to House

SECRETARY OF THE SENATE

HISTORY IN THE HOUSE

19

Received from Senate

Reported correctly enrolled

Sent to Governor

..... By Governor

Filed with Lt. Governor

Chapter No.