

# Job Share Policy

People and Organisation Development

# Contents

1. Introduction .....	4
2. Aims and objectives.....	4
3. Definition of job sharing .....	4
4. Job sharing arrangements.....	4
5. Recruitment and selection .....	7
6. Current full-time employees .....	7
7. Advice on the implementation of job sharing arrangements .....	8
Appendix A.....	9

## Policy information

Reference/ version:	HR076
Issued:	September 2011
Amended:	January 2024
To be reviewed no later than:	January 2027

## Version history

Version	Date	Details	Who
1.	10/1/24	New formatting applied Updated policy to align with post-pandemic working practices and <i>Ways of Working</i> Principles and Flexible Working policy	Nina Stonelake
2.			

## Policy Management

Author's Name:	Nina Stonelake
Author's Job Title:	People Services Consultant – Policy and ER
Owner:	Catherine Parker
Dept / Service:	People and Organisation Development
Policy Version No:	V.2
Based on:	Previous Version
Who has been consulted:	P&OD Senior Management Team; trade unions; Flexible Working Practice Group
Publication Date:	19 September 2024
Policy valid for:	<input type="checkbox"/> 1 year <input type="checkbox"/> 2 years <input checked="" type="checkbox"/> 3 years
Last review date:	10 January 2024
Next review date:	10 January 2027

Unless this copy has been taken directly from the intranet there is no assurance that this is the most up to date version.

This policy supersedes all previous issues.

## 1. Introduction

- 1.1. The University is committed to developing policies and procedures that support equality of opportunity in employment as well as employee satisfaction. This policy is designed to offer a flexible approach to the recruitment and retention of staff. This policy is one of a suite of flexible arrangements policies which are available to employees.

## 2. Aims and objectives

- 2.1. The University operates an inclusive policy in the recruitment, selection, and promotion of staff at all levels. As part of this commitment, the University will actively support job sharing for all jobs where it is reasonable and practical to do so and where operational needs will not be adversely affected. Job sharing is a type of formal flexible working arrangement in which two people share the responsibilities and hours of a single job, while balancing their career opportunities and development, with their personal lives. For the University, job sharing can help to widen the recruitment pool and retain the valuable skills of existing employees.

## 3. Definition of job sharing

- 3.1. Job sharing is when two people are employed to share the duties and responsibilities of a post, and where the salary and leave entitlement are divided between the job sharers in proportion to the hours they work. The job share partners will normally share the same job title. Each job share partner receives a separate contract of employment, is subject to the provisions of current employment legislation, and is managed on a separate basis. However, the success of the job share depends on the co-operation and communication between the job share partners, and they jointly own the responsibility for delivering the whole job.

## 4. Job sharing arrangements

- 4.1. Guidance on job sharing arrangements should be sought from the People Services Advice team when a post becomes vacant, or when a request to job share is received from an existing full-time employee. Agreement to a job being shared should not be unreasonably withheld and, when new and replacement posts become available, the expectation will be that the post will be open to job sharing and all posts will be advertised on this basis. However, if a manager feels that the duties of the post are not suitable for a job sharing, they should discuss this with the Recruitment team initially.
- 4.2. Considerations may include:

- 4.2.1. The nature and extent of any managerial or supervisory responsibilities. Such responsibilities do not automatically preclude a role from being delivered through a job share and it is important to consider how the staff management aspects of the role could be successfully operated. A job share manager post responsible for a job share subordinate post would have particular challenges.
- 4.2.2. The pre-existence of other job share or part-time posts within the section  
It is not possible to be prescriptive on this. However, there will be a point beyond which it ceases to be operationally viable to offer any further job share or part-time arrangements within a section and this will be down to a manager's discretion and knowledge of their team's responsibilities.
- 4.2.3. The nature of the role, its duties and responsibilities  
For a job share to operate successfully it must be possible either for tasks to transfer effectively between the job share partners or, where this is not possible for certain of the tasks, for them to be assigned primarily to one partner without the timescale for completion being affected. A job share partnership will have the greatest success when
- a) ongoing issues can be handled by one partner, rather than the continual transfer of information between partners,
  - b) when contextual understanding of an issue can be easily gained to effectively engage with issues,
  - c) when there is a reduced requirement of continuity of service, perhaps partners utilising digital platforms
  - d) when timescales for delivering a response can be relaxed.
- 4.2.4. The availability of line management support  
There will be times when line management will need to provide support to the job share arrangement to ensure that it is operating effectively on a day to day basis, for example to provide additional briefing or to resolve issues affecting the continuity of service. The availability of line management time to the job share partnership is an important factor.
- 4.2.5. The effectiveness of handover arrangements  
Effective handover arrangements are critical to the successful operation of a job share partnership. There needs to be a sufficient period of overlapping time for work to be passed over effectively and this will either result in the role not being operated for the full 37 hours per week, or the need for the weekly hours of the job sharers to be increased to compensate. Job share partners should consider and agree how best to do this if both are not on campus for the handover.
- 4.2.6. The need for briefing and communication  
Depending on the nature of the role, it may be necessary for both job share partners to attend briefings/meetings or it may be effective for one partner to attend and then brief the other. The greater the need for both partners to be

present at particular business events and the more regularly such events occur then the greater the amount of working time lost to the position as a result of the job share arrangement - this may affect its viability.

#### 4.2.7. The skills and experience of the job share partners

Two people sharing a job can often bring different skills and attributes to the role. For a job share to be effective, however, it is important that skills and attributes are equally balanced so that each is able to deliver all aspects of the role in the same way and with the same level of skill. A job share is a partnership and requires each partner to be responsible and accountable for their share of the work. If tasks become split between partners rather than shared, the post is not operating as an effective job share.

#### 4.2.8. The commitment of the job share partners

Regardless of the effectiveness of handover arrangements, there will be times when one partner will need to be in contact with the other through the week to ensure any shortfall in contextual understanding does not affect service delivery. The availability of each partner to the other during non-working time is a critical success factor and requires a greater commitment to the role than would be the case for any other part-time arrangement. Whilst there can be no requirement for partners to cover for each other's annual leave or sickness, it would not be unreasonable to ask whether urgent work or a critical event could be covered.

#### 4.3. The way in which the actual hours of a job share post are divided between the postholders should be decided by the line manager in consultation with the job share partners, taking into account the following:

4.3.1. the needs of the College, Service, School and/or team;

4.3.2. any limitations on office space, equipment etc;

4.3.3. the need to build in a handover period or liaison time (the total hours worked by the job share partners should not exceed the normal full-time hours of the post);

4.3.4. communication between the job share partners, between them and their manager, between the job share partners and their colleagues, and between the job share partners and their students/customers/key contacts etc;

4.3.5. the need to ensure consistency of approach.

#### 4.4. The overall duties and responsibilities of the post should be shared between the job share partners in liaison with the line manager.

#### 4.5. Advice and guidance on any of these practical arrangements is available from the People Services Advice team.

## 5. Recruitment and selection

- 5.1. All roles will be advertised on a job share basis where this is possible. Hiring managers are prompted to consider if their role is suitable for a job share arrangement at the initial stage of the recruitment process via the recruitment requisition and in the job advert template document.
- 5.2. When recruiting for a post the normal approach of appointing the person (or job share partners) whose skills profile is best match to the person specification should be followed.
- 5.3. When an application is received from a person wanting to job share, it must be assessed in the same way as applications from other candidates. The candidate should be shortlisted, interviewed, and tested in order to be assessed against the person specification for the post. If this candidate is appointed, the other half of the post will then be advertised.
- 5.4. Similarly, if a joint application is received from two people wanting to job share together, each applicant must be assessed against the person specification for the post. The normal practice will be to shortlist, interview and test each job share partner separately in order to assess each one against the person specification for the post. In addition, it may also be appropriate to meet the job share candidates together in order to discuss their joint application (e.g. their preferred practical arrangements). Any offer of employment to two people wishing to job share will be conditional on them agreeing the practical arrangements with their line manager, for example exact working pattern and job split. See appendix A section 5 if agreement cannot be secured with both partners.

## 6. Current full-time employees

- 6.1. All staff can request to work in a job share, and there may be occasions when a current employee who is employed on a full-time basis wishes to reduce their hours of work by sharing their post. Examples of possible circumstances are: employees returning from maternity, paternity or adoptive leave; employees caring for older relatives or disabled family members; disabled employees who may now wish to work on a part-time basis; or employees who may wish to spend more time on outside interests.
- 6.2. Employees can raise their request to make such applications to convert a post to a job share informally with their line manager, either in a 1:1 meeting or by email. These requests should be carefully considered by the line manager and fully explored with the member of staff concerned. If the line manager believes that the post is not suitable for job sharing, they should consult the [People Services Advice](#) team in the

first instance. The line manager must keep the employee informed of progress and notify them of the decision in line with the flexible working request policy timescales.

## 7. Advice on the implementation of job sharing arrangements

7.1. Hours of work - the way in which the hours are divided between the job share partners will be at the discretion of the line manager, in liaison with the job holders, to ensure that operational needs are met. However, examples of how the working week can be divided are as follows:

7.1.1. half or split days, i.e., one partner working in the morning and the other partner working in the afternoon;

7.1.2. half or split weeks i.e., one partner working the first 2.5 days (Monday to Wednesday morning) and the other partner working the remaining 2.5 days (Wednesday afternoon to Friday);

7.1.3. two days one week and three days the next i.e. with the job sharers alternating to work the extra day;

7.1.4. alternate weeks i.e. job share partners each work one on week on, one week off.

7.2. This is not an exhaustive list but merely outlines a few examples. Ideally the job share partners should each cover half the hours of the post. However, sometimes it may be convenient to split the hours on an unequal basis, e.g. one partner working 2 days and the other partner working 3 days.

7.3. Hybrid Working – where hybrid working is in operation within a team, the extent to which it can be applied can be discussed with and agreed by the People Manager.

7.4. Handover Period - It is usual to have a handover/changeover period, included in the working pattern. The details of the handover period will vary from post to post and working pattern and the advice of the People Services Advice team should be sought where needed.

Further guidance on all aspects of flexible working can be found on the intranet: [Flexible working](#)



# Appendix A

## 1) Terms and conditions of job sharing posts

- a) The offer to one candidate of a job share may be dependent upon another job share partner also accepting it. Refer to process in section 5, if required.
- b) The offer letter and contract will outline:
  - i) each postholder's job title;
  - ii) the working pattern applicable to each job share candidate e.g. mornings/afternoon; or 2.5 days per week each; or 50:50 each week; or a job share on the basis of working one week on and one week off etc;
  - iii) if the job share partners do not work on a 50:50 basis each, how the actual working hours are divided e.g.40:60;
  - iv) salary will be paid on a pro-rata basis. Note that any additional hours worked by a job share partner will be paid at single time until the hours worked are in excess of normal full-time hours for the relevant staff group;
  - v) grade - although job share partners will be on the same grade, differences in levels of experience and/or previous employment may justify paying the job share partners different salary points on the same grade;
  - vi) annual holidays - the holiday entitlement will apply on a pro-rata basis;
  - vii) public, statutory and customary holidays will be shared between the job share partners on a pro-rata basis;
  - viii) job share partners are entitled to the normal provision of sickness payment and have to follow the same reporting procedures as all employees;
  - ix) job share partners are entitled to the normal maternity and other benefits as a full-time members of staff, on a pro-rata basis.
- c) job sharers will have individual performance development reviews (PDRs), in accordance with appropriate University policies. If it is deemed appropriate to share some information from individual PDRs, particularly in relation to the operation of the job share arrangement, then this can be done only with the consent of both job share partners, and the details of what can be shared will be mutually agreed. (Such information might include training and development needs and opportunities, communication issues etc).
- d) usually the total hours worked by the job share partners will not be more than those of a full-time employee;

## 2) Work station and office space

- a) Individual job sharers will normally share office space, including office equipment e.g. work station, telephone, filing cabinet. Where the sharers' working periods overlap substantially due to individual workloads etc, additional office space should be provided. Work stations should be set up in accordance with [health and safety requirements](#) for each job share partner. Laptops will be issued on an individual basis to accommodate security issues and the logistical handing over of laptops when many people work hybrid arrangements.

### 3) Development Opportunities and Work Responsibilities

- a) Job sharers will be treated the same as full-time employees in respect of learning and development. Each job share partner should have the same opportunities for the development of their skills and expertise. Managers should ensure that the distribution of development opportunities, and allocation of work responsibilities, is done fairly and equitably between the job sharers.
- b) A 'Perfecting Part Time Working' workshop is available for colleagues to attend, it's designed to explore strategies, tips and techniques to manage the challenges of part time working for employees to get the most from the role and its benefit, this course is available to book via MyLearning.

### 4) Grading Review

- a) Where a role has changed, job share partners may submit a joint request as outlined in the [re-grade existing roles](#) intranet task.

### 5) Resignation

If one job share partner leaves and the remaining job share partner does not want to cover the whole post, the following procedure should be followed:

- a) an assessment of the needs of the organisation/department, to ascertain whether full-time coverage is required;
- b) offer the other half of the job to the remaining partner;
- c) if the remaining partner does not wish to take up the whole post, the vacant half of the job share post should be advertised;
- d) if a suitable job share partner cannot be found, the role should be reviewed to see if it can be done on a part-time basis, and/or some duties and responsibilities allocated elsewhere to enable the remaining job holder to continue in the role.
- e) If this is not possible, a University wide search for suitable alternative work should be implemented for the remaining job share partner under the University's redeployment process.

If all the above has been carried out and it is still not possible to either find a replacement job share partner or find the remaining job share partner a suitable alternative post, the remaining job share partner will retain the right to redundancy payments in line with UWE's redeployment procedure.