



# Policy:

## HR 038 - Job Share Scheme

Executive or Associate Director lead	Director of Human Resources
Policy author/ lead	HR Adviser
Feedback on implementation to	HR Adviser

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### Summary of this policy

This document seeks to share with managers and employees the concept of job sharing and to provide some guidance upon the benefits, considerations and practicalities of managing a job share arrangement, including the procedure for recruitment.

### Storage

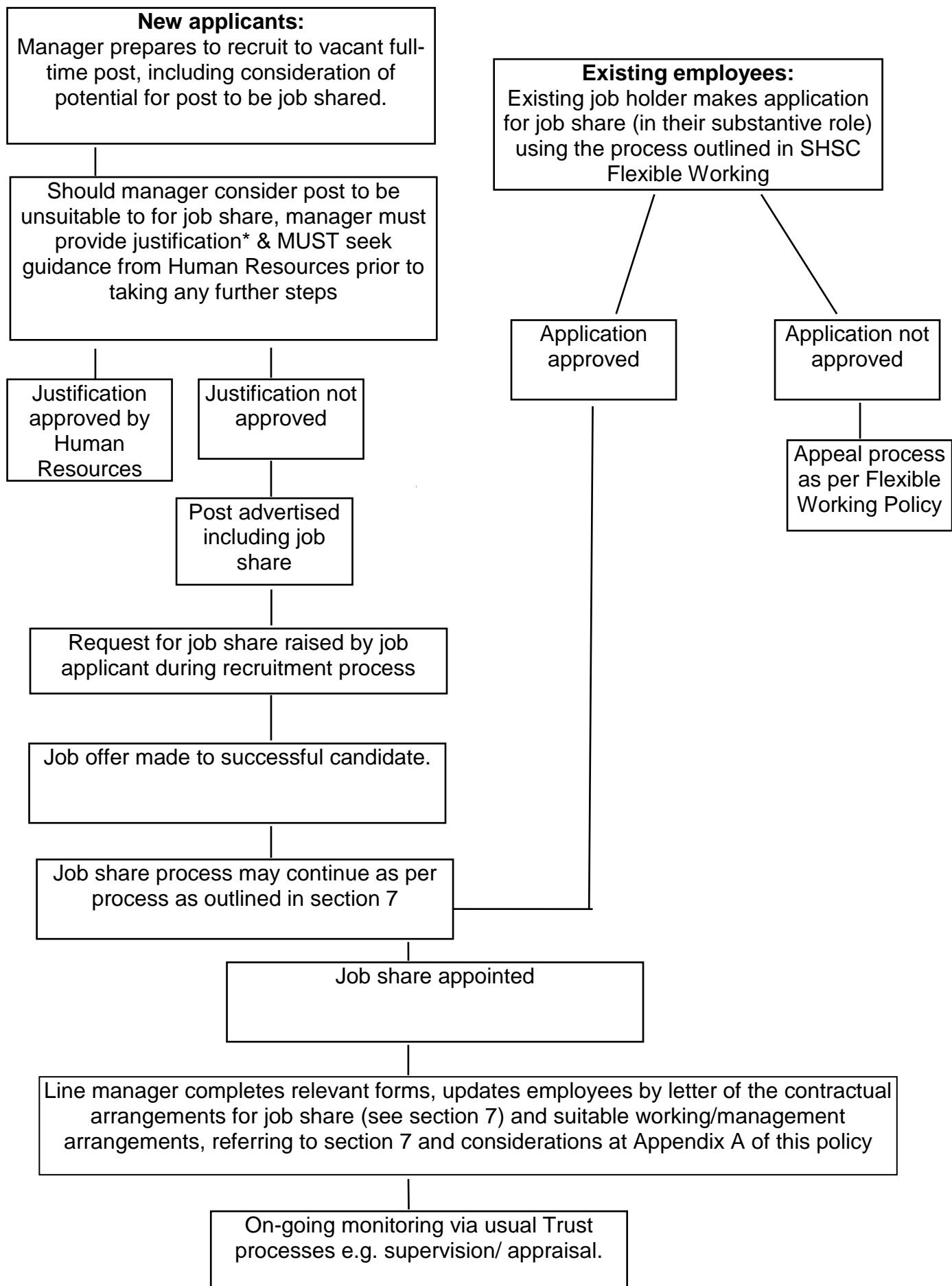
This is Version 3 and is stored and available through the SHSC Intranet/Internet. This version supersedes the previous Version 2, which was issued in November 2016. Any copies of the previous version held separately should be destroyed and replaced with this version.

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## Version Control and Amendment Log

<b>Version No.</b>	<b>Type of Change</b>	<b>Date</b>	<b>Description of change(s)</b>
1	New draft policy created	2005	New policy commissioned by EDG on approval of a Case for Need.
	Ratification and issue	August 2005	Amendments made during consultation, prior to ratification
	Review / ratification / issue	Sept 2005	Ratification of policy
	Policy reclassified	Sept 2010	Policy reclassified as scheme/ Guidance by HR
2	Reclassified as policy/ review /ratification/issue	Nov 2016	Reclassified as policy by HR. Full review completed as per schedule
3	Review, consultation, approval, ratification and issue	Dec 2018 to Sept 2019	<p>HR colleagues reviewed 2018 / 2019. New author during this period. Minor changes made to content.</p> <p>Staff Side reviewed. Changes verified 5<sup>th</sup> September 2019.</p> <p>Section 7.6d, page 9 – ‘retaining full employment rights under relevant Trust policies and procedures’.</p> <p>Section 13, page 11 – added to list of references – ‘Redeployment Policy and Redundancy Policy.’</p>



\*with reference to relevant legislation and service requirements

## **1. Introduction**

As an equal opportunities employer Sheffield Health and Social Care Trust positively promotes good employment practices. It is recognised that offering a range of opportunities for flexible working supports the Trust's recruitment and retention strategy, by making the Trust a more attractive place to work. This includes the promotion and effective management of job share schemes and other forms of flexible working.

The Trust recognises that having opportunities to maintain work life balance and to evolve careers throughout our working lives has benefits for employees and the organisation.

This document seeks to share with managers and employees the concept of job sharing and to provide some guidance upon the benefits, considerations and practicalities of managing a job share arrangement, including the procedure for recruitment.

## **2. Scope**

All SHSC employees & job applicants.

## **3. Purpose**

The purpose of this policy is to:

- Outline the Trust's commitment to flexible working in general and job share in particular.
- To provide guidance for the consideration of employees and managers when considering job share arrangements (see appendix G)
- To outline the relevant procedures in relation to recruitment/setting up and managing and ending a job share

## **4. Definitions**

Job Share: Two people voluntarily share the responsibility of one full time job. Usually involves the two employees sharing workload, pay and benefits on a pro-rata basis (divided according to individual time worked)

## **5. Details of the policy**

Described in the introduction (section 1).

## **6. Duties**

Managers are responsible for ensuring that this guidance, and the relevant Trust policies, is followed and that appropriate communication takes place with employees and Human Resources.

Trust employees are responsible for using the Trust Flexible Working Policy to make requests for job share arrangements.

Job applicants are responsible for raising any request for a job share during the recruitment process.

Human resources are responsible for updating the guidance and providing advice to managers and employees/job applicants in relation to this scheme

## **7. Procedure**

### **7.1 Introduction of a Job Share Scheme**

Job sharing may be introduced in the following ways:-

- a) An existing post holder can request to job share (using the process outlined in the Flexible Working Policy) and the remaining portion of their post may then be advertised.
- b) Joint application by two candidates for a vacant post where both are successful.
- c) One successful job candidate can request a job share arrangement. They can be appointed to the vacant post on a job share basis, and the remaining portion will then be advertised.
- d) Two separate candidates can be appointed to a vacant post on a job share basis.
- e) An employee returning from parenting leave who wishes to undertake part-time work can request to do so in their substantive post as a job sharer, (using the process outlined in the Flexible Working Policy) and the remaining portion may then be advertised (also see Parenting Leave policy for further info).

### **7.2 Recruitment and Selection**

All posts will be advertised as suitable for job sharing unless a justifiable rationale is identified as to why this would not be suitable. If managers consider that such a rationale exists they should contact Human Resources for a discussion prior to advertising the post.

The following statement is used in job adverts:

“Applications are welcome from people wishing to job share”.

The Trust’s Recruitment and Selection Policy and DBS Policy will apply to the job share scheme.

Existing post holders who require a job share partner through recruitment may form part of the selection panel, providing they have received Trust recruitment and selection training.

Each job share candidate should be interviewed individually to assess personal ability to do the job.

Where the existing job share partner is not part of the recruitment panel, they should, where possible, be given an opportunity to meet the successful candidate following appointment.

Prior to recommending appointment, the selection panel must ensure that there is clarity given to applicants about:

- division of hours
- division of tasks to meet the full role expectations of the job,
- any other necessary workplace arrangements.

This may require further discussion with applicants as appropriate. Managers must be assured of how the job share will work in practice, prior to making an appointment/s.

### **7.3 Requests from Existing Employees:**

Existing employees may request to job share their substantive post, using the process outlined in the Flexible Working Policy. Managers may need to refer to other Trust Policies (e.g. parenting leave) and to discuss the request further with the individual employee and/or Human Resources.

### **7.4 Terms and Conditions**

Job sharers are contracted to receive pay, benefits and entitlements on a pro-rata basis in the same way as other employees who work part time hours. Specific job share arrangements are incorporated into the contract in the form of an appointment letter which from the start should clearly define and agree with both partners, in writing, what procedure will be adopted if one job sharing partner leaves, particularly what will happen if a new partner cannot be found.

Employees may refer to their relevant terms and conditions (e.g. Agenda for Change) for more detail. Employees and managers may seek further advice from Human Resources, as required.

#### **7.4.1 Pay for new starters**

The starting pay of each job sharer shall be in line with the Trust Policy on 'Pay for New Starters'. Managers should note that this may result in a different starting pay point for each job share employee. Incremental progression shall then apply as normal.

#### **7.4.2 Flexitime**

Where a system of flexible working hours is in operation within the department, the application of this system to a job share arrangement shall be negotiated between management and the job sharers prior to commencement of the job share.

#### **7.4.3 Overtime**

Job sharers should not work overtime which will result in them exceeding working more than the full-time hours.

#### 7.4.4 Irregular Hours of Work

Eligibility for weekend, night work, shift work and public statutory holiday working allowances will be determined in accordance with the appropriate service requirements.

#### 7.4.5 Car Allowances

Entitlement to car allowance(s) will depend on the requirement of the post and in accordance with the appropriate national conditions of service.

#### 7.4.6 Annual leave and Public Holidays

Annual leave entitlement is calculated pro rata, as for other employees working part time hours. These must be divided between sharers pro rata to the number of hours worked.

#### 7.4.7 Contract of Employment

Each job share partner will hold an individual contract of employment. The job description will be that of the established post with an addendum to reflect agreements reached where overlap/continuity and/or split tasks are required.

The hours to be worked will be individually stated for each job sharer. Total hours worked must not exceed those of the established post.

#### 7.4.8 Changeover Arrangements

Where continuity is determined as an essential requirement of the job share in the job description addendum, changeover arrangements must take place within the normal established working hours.

#### 7.4.9 Variation of Hours

By agreement with the line manager, each job sharer may be entitled to request to vary their hours providing that the job-sharing unit (i.e. both job sharers) neither exceeds, nor works less than the total contracted hours.

#### 7.4.10 Cover During Periods of Absence

When one job sharer is absent for whatever reason, and management deem it necessary to cover the absence, then the remaining sharer will be offered the opportunity of working full time, to be paid at basic rates, but will not be required to do so.

If alternative arrangements to the above need to be made these should be subject to consultation with the staff involved.



## **7.5 Training and support**

Managers should ensure that job share partners have equality of opportunity for accessing support in their role. This includes making arrangements for both parties to access Induction training and local induction, mandatory training, PDR and supervisions.

Managers should also agree appropriate communication arrangements with job sharers, and ensure that the individuals have clarity about their responsibilities for communication with each other.

## **7.6 Leaving Arrangements when one job sharing partner leaves**

When one part of a job share decides to leave, any review of the job-sharing post should involve the remaining job share partner(s). The manager must evaluate and assess its validity in remaining as a viable job role

It is good practice to consider the following options:

- a) If the remaining job sharer(s) does not wish to work on a full-time basis, another job sharing partner shall be sought via the usual recruitment procedure
- b) Where practicable offering the post as a part time post to the remaining job sharer(s)
- c) Where practicable offering the full-time post to the remaining job sharer(s)
- d) If no suitable job-sharing partner can be found within a reasonable period through recruitment, managers must fully explore all other possibilities for covering the other part of the job share and should seek advice from HR, as necessary, about suitable options. Options may depend on the nature of the role, in particular how workload handover and decision making may take place.

If such alternative arrangements for covering the duties of the job have been found to be unsuitable, then the post may be filled on a full-time basis and the remaining job sharer(s) may be redeployed under the Trust Redeployment Policy. However, this process and appropriate timescales in the individual circumstances would be discussed and reviewed with any job share employees at the time, retaining full employment rights under relevant Trust policies and procedures

## **8. Development, consultation and approval**

Version 1- published in September 2005. Defined as scheme / guidance by HR Senior Management Team in 2010.

Version 2 - review commenced September 2016. This policy was reviewed by Staff Side in October 2016.

Version 3 – review and consultation December 2018 to September 2019.

This policy is based on good practice and complies with legislation. This review updated the formatting of the policy, with minor amendments made to content.

HR colleagues reviewed 2018 / 2019. New author during this period.  
Minor changes made to content.

Considered and verified by the Joint Policy Group (Staff Side consultation) on 5<sup>th</sup> September 2019. Two amendments made as per amendment log.

## 9. Audit, monitoring and review

<b>Monitoring Compliance Template</b>						
Minimum Requirement	Process for Monitoring	Responsible Individual/group/committee	Frequency of Monitoring	Review of Results process (e.g. who does this?)	Responsible Individual/group/committee for action plan development	Responsible Individual/group/committee for action plan monitoring and implementation
a) appraisal	Appraisal/supervision	Line managers	Annual	Line managers	Care Networks, Corporate and Clinical teams	Care Networks, Corporate and Clinical teams
b) flexible working requests	Flexible working requests	Line manager HR Advisers	Annual	HR SMT	HR SMT Care Networks	HR SMT Care Networks
c) staff survey	Staff feedback re flexible working conditions	HR SMT, EDG, Trust Board, Workforce and OD Committee	Annual	HR SMT	HR SMT	HR SMT

The review date of this policy is 31<sup>st</sup> December 2023.

## 10. Implementation plan

Action / Task	Responsible Person	Deadline	Progress update
Policy to be uploaded onto intranet and Trust internet. Previous version removed / archived.	Communications Team via Director of Corporate Governance	Within 5 working days of ratification	04/10/2019
A communication will be issued to all staff via Connect.			October 2019
Education, Training and Development department to review training provision.			As necessary

## 11. Dissemination, storage and archiving (version control)

Updates are disseminated via email in the all staff communication Connect.

The policy is available to all staff via the Trust's Intranet and Website.

Corporate Governance is responsible for archiving and version control.  
HR policies are also stored on the HR shared drive.

## 12. Training and other resource implications

No specific training implications.

The implementation of job shares may have cost / resource implications (see Appendix A). Some benefits in terms of resourcing may be achieved in terms of allowing cover for annual leave.

## 13. Links to other policies, standards, references, legislation and national guidance

- Flexible Working Policy
- Parenting Leave Policy
- Recruitment Policy
- Redeployment Policy
- Redundancy Policy

This policy is based on good practice and complies with the following legislation:

The Equality Act 2010

The Part Time Workers (Prevention of Less Favourable Treatment Regulations 2000)

Redeployment Policy

Redundancy Policy

## 14. Contact details

<b>Job Title</b>	<b>Name</b>	<b>Phone</b>	<b>Email</b>
HR Advisers Recruitment Team HR Business Partners	HR Helpline	0114 2263310	See HR intranet page for details

## **Appendix A: Manager's considerations for working arrangements for Job Shares**

### **Advantages of job shares:**

- a) Aid recruitment
- b) Facilitates retention of skilled staff – e.g. following parenting leave
- c) Provides greater flexibility in staffing
- d) Provides for continuity – if one person leaves, the other can help train replacement
- e) Reduction in staff turnover
- f) Provides a wider range of skills
- g) Support employees to achieve work life balance,
- h) May contribute to reduce sickness absence, via greater work life balance.

### **Considerations:**

- a) May be extra administration costs
- b) May Increased communication time
- c) Increased supervision
- d) Extra training costs

Managers and employees may wish to consider the following options in how the job share is organised and some of the additional planning required to ensure the success of the arrangement:

### **Division of duties:**

Job sharers can divide their time, with the agreement of the manager in a number of ways e.g.:

- a) Morning/afternoon split
- b) Split week, i.e. Monday to Wednesday lunch time, Wednesday lunchtime to Friday
- c) Alternate weeks
- d) 3 days/2 days

It may be appropriate for sharers to cover peak periods or attend meetings together and take time back at an agreed time.

The manager will also need to factor in „hand over time“ between the parties and come to an agreement about what is what is reasonable and practicable.

Working time should not exceed the substantive hours for the overall post due to handover, unless this has been agreed at the recruitment/VCP stage, as this will have cost implications for the Directorate.

Alternatively, and depending on the post, managers and job sharers may find it more appropriate to divide the workload; however, each job share partner must be able to perform their tasks/duties within their overall working time:

For example, work could be divided:

- a) By project
- b) By client
- c) Divide everything down the middle
- d) Concentrate on own speciality, keep in touch with their partner's areas

Managers should consider the following potential dynamics as part of arrangements to share workload:

- Imbalance of workload,
- lack of use of some skills areas,
- sharing out of the most popular/unpopular work
- the opportunity to learn and work on development areas.

It may be possible to rotate some duties to balance some of the above factors, but service continuity may also need to be maintained.