



Policy:

HR 038 - Job Share Scheme

Executive Director Lead	Director of People
Policy Owner	HRBP Team
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Document Type	Policy
Document Version Number	Version 4
Date of Approval By PGG	23 September 2024
Date of Ratification	23 September 2024
Ratified By	PEOPLE COMMITTEE
Date of Issue	October 2024
Date for Review	April 2028

Summary of 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.

Target audience	All SHSC employees
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Keywords	Job share, flexible working policy, parenting leave policy
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Storage & Version Control

This is Version 4 and is stored and available through the SHSC Intranet/Internet. This version supersedes the previous Version 3, which was issued in October 2019. Any copies of the previous version held separately should be destroyed and replaced with this version.

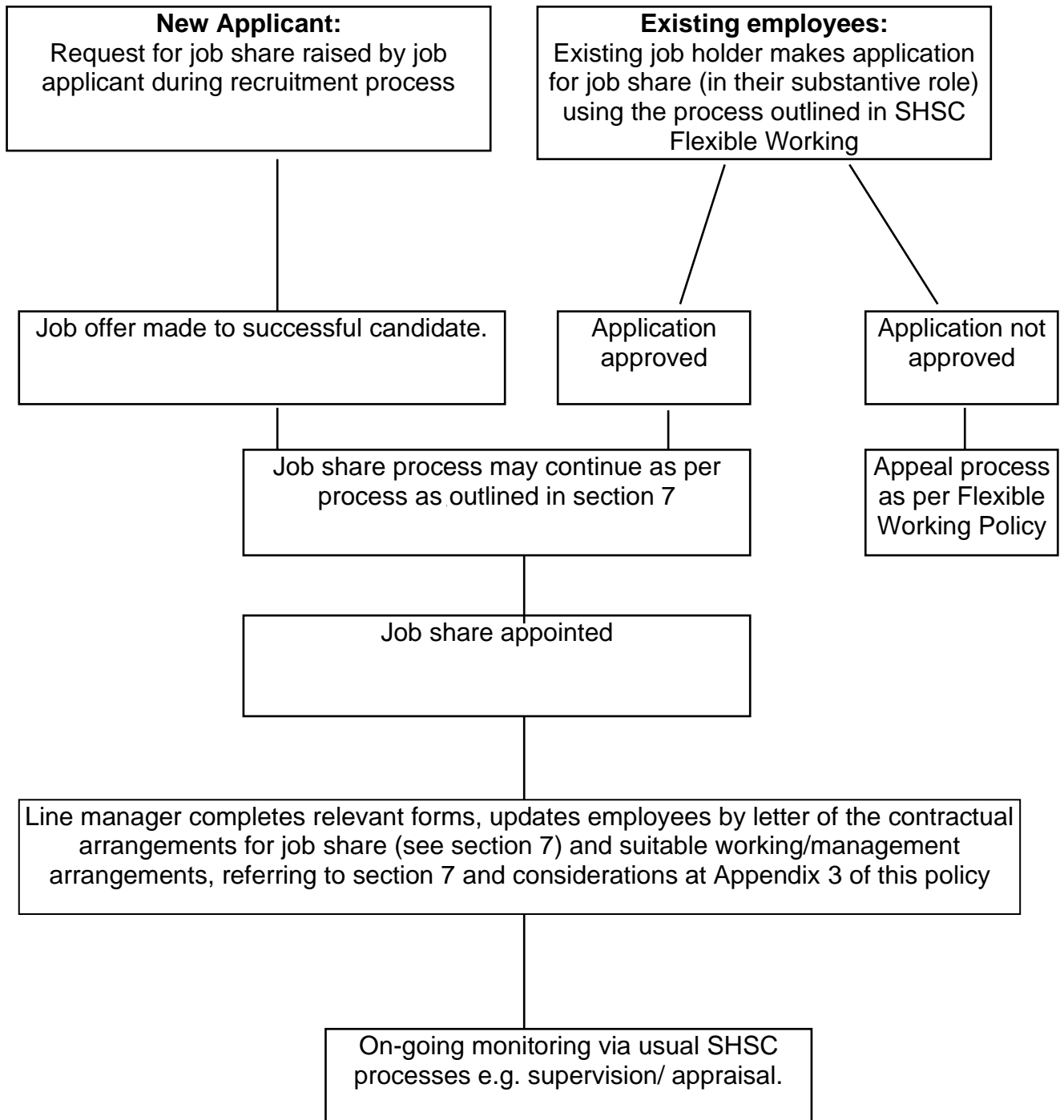
Version Control and Amendment Log

Version No.	Type of Change	Date	Description of change(s)
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 5th September 2019.</p> <p>Section 7.6d, page 9 – ‘retaining full employment rights under relevant SHSC policies and procedures’.</p> <p>Section 13, page 11 – added to list of references – ‘Redeployment Policy and Redundancy Policy.’</p>
4	Review, consultation, approval, ratification, and issue	August 2024	<p>New author during this period. Minor changes made to content. Transferred to new policy template.</p> <p>1. Introduction P2- Added description/explanation of ‘Job Share’ in line with new Flexible Working Policy.</p> <p>6.Duties Added detail and guidance on responsibilities.</p> <p>7.2 Removed procedure for Job Share to be annotated in Job Adverts.</p> <p>7.3 Applications from employees Added detail and clarity.</p>

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Flowchart



1 Introduction

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

The advantages of job share include two or more people bringing a wider range of skills, experience, views, and ideas to the post. Job sharing is also particularly useful for carers or parents of young children and can help support return to work following Maternity, Paternity or Adoption leave.

Hours of work on a job share are usually split 50:50 between the two employees, but this does not necessarily have to be the case. Jobs shares mostly involve two people voluntarily sharing the responsibility of one full time job, including the workload, pay and benefits on a pro-rata basis according to the time each job share partner works.

It is important to note that it is not 'part-time' working, and therefore the job sharers are responsible for the whole job, including keeping each other up to date on developments and handing over work.

2 Scope

All SHSC employees & job applicants.

3 Purpose

The purpose of this policy is to:

- Outline SHSC'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 3)
- To outline the relevant procedures in relation to recruitment/setting up and managing and ending a job share
- To increase accessibility of jobs which have traditionally been full time
- To improve equality of opportunity for all SHSC employees, and prospective employees.
- To enable the retention of staff by offering an alternative to full-time employment

4 Definitions

Job Share: Two people (or sometimes more) 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). They may split days, split weeks or alternate weeks, or their hours may overlap.

Sharer/s: Employees that occupy a position as part of a job share scheme arrangement.

5 Detail of the policy

Described in the introduction (section 1).

6 Duties

To ensure the effective implementation of this policy the following responsibilities are identified:

Executive Directors

The Executive Director People will take overall executive responsibility for and lead on the implementation of the policy.

Line Managers/Recruiting Managers

Managers are responsible for ensuring that this guidance, and the relevant SHSC policies are followed and that appropriate communication takes place with employees and the People Directorate.

Managers should note extra costs of induction and training, as well as recruitment time when considering job share. Consideration should be given to the supervision of staff and allocation of work for those who may share more than one manager.

Supervision and Appraisal – each job share partner should have individual supervision and appraisal meetings with their line manager, in line with the SHSC supervision policy.

Employees

Employees of SHSC are responsible for using the SHSC 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.

The success of job sharing depends on the flexibility and joint commitment/responsibility of the sharers.

Mandatory and Essential Training – it is each partner's responsibility to ensure their mandatory and essential training/updates are completed within specified time scales.

The Human Resource Business Partnering Team (HRBP)

Are responsible for updating the guidance and providing advice to managers and employees/job applicants in relation to this scheme.

7 Procedure

7.1 Scenarios of when a Job Share Scheme may occur

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

SHSC's Flexible Working, 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 SHSC 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 SHSC Policies (e.g. parenting leave) and to discuss the request further with the individual employee and/or Human Resources.

If you would like to job share you should first discuss this with your line manager.

This discussion should take place at least 3 months before you wish to begin the job share. You do not need to find a job share partner, but it would be good if you can. If you do identify a job share partner, your line manager should instigate the formal recruitment and selection process to determine whether the partner is suitable for the post.

If you cannot identify a job share partner, an advertisement will be placed, and the normal recruitment and selection process will be followed. However, there is no guarantee that a suitable person will be found, and if not, your line manager will need to discuss the next steps with you.

Please refer to the Flexible Working Policy for further detail on other flexible working arrangements and options

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 SHSC' Agenda for Change salary on appointment guidance-recruitment ' and the Agenda for Change Handbook terms and conditions. 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.

7.4.6 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 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 SHSC 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 SHSC 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 (JPG), Staff Side consultation on 5th September 2019. Two amendments made as per amendment log.

Version 4 - Review and consultation July to September 2024. Updated format and terminology. Minor changes to content.

9 Audit, Monitoring and Review

Monitoring Compliance Template						
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, SHSC Board, Workforce and OD Committee	Annual	HR SMT	HR SMT	HR SMT

The review date of this policy is 31st March 2028.

10 Implementation Plan

Action / Task	Responsible Person	Deadline	Progress update
Policy to be uploaded onto intranet and SHSC internet. Previous version removed / archived.	Communications Team via Director of Corporate Governance	Within 5 working days of ratification	September 2024
A communication will be issued to all staff via Connect.			September 2024
Education, Training and Development department to review training provision.			As necessary

11 Dissemination, Storage and Archiving (Control)

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

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

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

Version	Date added to intranet	Date added to internet	Date of inclusion in Connect	Any other promotion/ dissemination (include dates)
1.0	September 2005			
2.0	September 2016			
3.2	September 2019			
4.0	October 2024	October 2024	4 October 2024	None

12 Training and Other Resource Implications

No specific training implications.

The implementation of job shares may have cost / resource implications (see Appendix 3). Some benefits in terms of resourcing may be achieved in terms of allowing cover for annual leave.

13 Links to Other Policies, Standards (Associated Documents)

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

14 Contact Details

The document should give names, job titles, and contact details for any staff who may need to be contacted in the course of using the policy (sample table layout below). This should also be a list of staff who could advice regarding policy implementation.

<i>Title</i>	<i>Name</i>	<i>Phone</i>	<i>Email</i>
HR Advisers Recruitment Team HR Business Partners	HR Helpline	See HR intranet page for details	See HR intranet page for details

Appendix A

Equality Impact Assessment Process and Record for Written Policies

Stage 1 – Relevance - Is the policy potentially relevant to equality i.e. will this policy potentially impact on staff, patients, or the public? This should be considered as part of the Case of Need for new policies.

NO – No further action is required – please sign and date the following statement.
I confirm that this policy does not impact on staff, patients, or the public.

I confirm that this policy does not impact on staff, patients, or the public.

Name/Date: *Alan Marshall* 20 Sep 2024

YES, Go to Stage 2

Stage 2 Policy Screening and Drafting Policy - Public authorities are legally required to have ‘due regard’ to eliminating discrimination, advancing equal opportunity, and fostering good relations in relation to people who share certain ‘protected characteristics’ and those that do not. The following table should be used to consider this and inform changes to the policy (indicate yes/no/ don’t know and note reasons). Please see the SHSC Guidance and Flow Chart.

Stage 3 – Policy Revision - Make amendments to the policy or identify any remedial action required and record any action planned in the policy implementation plan section

SCREENING RECORD	Does any aspect of this policy or potentially discriminate against this group?	Can equality of opportunity for this group be improved through this policy or changes to this policy?	Can this policy be amended so that it works to enhance relations between people in this group and people not in this group?
Age	No	NA	NA
Disability	No	NA	NA
Gender Reassignment	No	NA	NA
Pregnancy and Maternity	No	NA	NA

Race	No	NA	NA
Religion or Belief	No	NA	NA
Sex	No	NA	NA
Sexual Orientation	No	NA	NA
Marriage or Civil Partnership	No		

Please delete as appropriate: -
/ no changes made.

Impact Assessment Completed by:
Alan Marshall August 2024

Appendix B

Review/New Policy Checklist

This checklist to be used as part of the development or review of a policy and presented to the Policy Governance Group (PGG) with the revised policy.

		Tick to confirm
Engagement		
1.	Is the Executive Lead sighted on the development/review of the policy?	Yes
2.	Is the local Policy Champion member sighted on the development/review of the policy?	Yes
Development and Consultation		
3.	If the policy is a new policy, has the development of the policy been approved through the Case for Need approval process?	NA
4.	Is there evidence of consultation with all relevant services, partners, and other relevant bodies?	Yes
5.	Has the policy been discussed and agreed by the local governance groups?	
6.	Have any relevant recommendations from Internal Audit or other relevant bodies been taken into account in preparing the policy?	Yes
Template Compliance		
7.	Has the version control/storage section been updated?	Yes
8.	Is the policy title clear and unambiguous?	Yes
9.	Is the policy in Arial font 12?	Yes
10.	Have page numbers been inserted?	Yes
11.	Has the policy been quality checked for spelling errors, links, accuracy?	Yes
Policy Content		
12.	Is the purpose of the policy clear?	Yes
13.	Does the policy comply with requirements of the CQC or other relevant bodies? (where appropriate)	Yes
14.	Does the policy reflect changes as a result of lessons identified from incidents, complaints, near misses, etc?	Yes
15.	Where appropriate, does the policy contain a list of definitions of terms used?	Yes
16.	Does the policy include any references to other associated policies and key documents?	Yes
17.	Has the EIA Form been completed (Appendix 1)?	Yes
Dissemination, Implementation, Review and Audit Compliance		
18.	Does the dissemination plan identify how the policy will be implemented?	Yes
19.	Does the dissemination plan include the necessary training/support to ensure compliance?	Yes
20.	Is there a plan to <ol style="list-style-type: none"> i. review ii. audit compliance with the document? 	Yes
21.	Is the review date identified, and is it appropriate and justifiable?	Yes

Appendix C: 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 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.