



Job Share Policy

Document Status: Draft

Document Ref: HRPOL -

Originator: Jackie Noble

Updated: Jackie Noble

Owner: Anica Goodwin

Version: 01.01.02

Date: January 2023

Approved by Corporate Management Team / Appointments and Staffing

Classification: SEC1 - Routine

Document Location

This document is held by Tamworth Borough Council, and the document owner is HR.

Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Council's Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
October 2022		New policy

Contents	Page
1 Introduction	4
2 Policy	4
3 Scope	4
4 Definitions	4
5 Job share arrangements	5
6 Benefits of job share	5
7 Successful job share – Essential for job sharers	5
8 Successful job share – Essential for managers	6
9 Handover period	6
10 Pay & Benefits	6
11 Appraisal	6
12 Working Hours	6
13 Existing employees requesting job share	7
14 Recruitment	7
15 Resignation/termination	7
16 Appeal	8
Community Impact Assessment	9

1 Introduction

- 1.1 Tamworth Borough Council (TBC) is an equal opportunities employer that positively promotes all forms of flexible working, including job sharing.
- 1.2 This policy has been written with a view to avoiding adverse impact it may have on any individual in accordance with the Equality Act 2010. It is not believed that this policy will have any such adverse impact on employees for any of these reasons.

2 Policy

- 2.1 Tamworth Borough Council recognises the benefits to the organisation of job sharing at all levels and will, wherever possible, support job share arrangements to assist with recruitment and retention of skilled and trained employees and to support its commitment to equality of opportunity.
- 2.2 Tamworth Borough Council also recognises the benefits of the implementation of a job share scheme to employees and sees it as an important part of the development of work-life balance policies.
- 2.3 This policy must be read in conjunction with the Part Time Worker policy.

3 Scope

- 3.1 This policy applies to all employees of Tamworth Borough Council.
- 3.2 All full-time posts are deemed to be potentially open to job sharing. Agreement to a job being shared should not be unreasonably withheld. When new and replacement posts become available, the expectation is that the post will be open to job share. However, should a manager believe that the duties of the post are not suitable for job share, they will be required to put a case in response to the employee's request for job share working, stating the reasons why the position is not suitable for job share.
- 3.3 When determining whether a post cannot be considered for a job share role, it needs to be objectively justified using the criteria outlined in the 'Right to Request Flexible Working' policy i.e.
 - The burden of additional costs
 - An inability to reorganise work among existing staff
 - An inability to recruit additional staff
 - A detrimental impact on quality
 - A detrimental impact on performance
 - A detrimental effect on ability to meet customer demand
 - Insufficient work for the periods the employee proposes to work, and
 - A planned structure change to the business

4 Definitions

- 4.1 Job Sharing is defined as two employees holding one full time job between them. The two employees perform the full range of tasks within a single position. The partners are inter-changeable with either member able to pick up where the other left off. For example:

- One partner can work Monday to Wednesday am and the other Wednesday pm to Friday, or
- One partner works mornings and the other partner works afternoons each day, or
- Two days one week and three days the next, or
- They work alternate weeks.

4.2 Job sharing is an arrangement whereby two employees are engaged on terms which express the mutual obligation to undertake the duties of one post even though each will have an individual contract

4.3 Job sharing should not be confused with job splitting. Job splitting is where a role is divided by identifying the different elements of the job and allocating separate duties to each individual e.g. activity and/or projects.

4.4 Job sharing differs from part time work only in that the post holders are inter dependent. Part time work involves employees carrying out their duties under separate contracts, with one employee having no obligations in respect of a colleague part time employee.

5 Job share arrangements

5.1 Job share agreements must be agreed between the partners and their line manager, they should be written and include details of:

- Division of hours i.e. how much flexibility will be allowed to the job sharers etc. For example in management posts a degree of flexibility can be useful so that work commitments can be attended to simultaneously.
- Allocation of duties and distribution of work. It is essential that job sharers are aware of their responsibilities for the entire job, regardless of how tasks are allocated on a daily basis. This includes the management of staff for whom they have responsibility.
- Time allowed for handover and practical handover arrangements e.g. daily log, messages.
- Public holiday and annual leave pro rata arrangements.
- Any expectations about covering arrangements.
- Office arrangements e.g. desk or equipment, joint email accounts etc.

6 Benefits of job sharing

6.1 There are many potential benefits to job sharing including:

- Better quality of and/or increased work outputs due to the input of a wider range of skills, experience and creativity of two people, rather than one
- Creating learning opportunities where partners have different strengths and work experience, and they can coach each other
- Access to a wider range of roles for job sharers than simply working part time.

7 Successful job sharing: Essential for job sharers

- Job sharing can be very rewarding but requires flexibility, trust and good teamwork.
- Having clear expectations and good communication is the key to successful job sharing. This includes regular and timely handovers, written communications and what happens where there are disagreements.

- Job share employees must be able to work collaboratively and clearly communicate with each other.
- When agreeing job sharing arrangements, it is important to have some overlap to maximise continuity and consistency and minimise disruption for other team members.
- Managing staff is one of the most sensitive and complex areas for job sharers. However, this has numerous advantages for employees including access to a wider range of skills and expertise and more objective decision making.
- Occasionally, where job sharing partners share line management responsibilities, this can result in a lack of clarity for the team's vision. It is important that job sharing line managers take the time to develop a shared vision for their team and plan how this will be communicated and monitored.

8 Managing job sharers: Essential for managers

- For successful job sharing, there must be a genuine commitment from both managers and job-sharing partners to make the arrangement work. Agreeing clear job share arrangements from the outset is essential; so is communication and trust between the job-sharing partners and the line manager.
- Appraisals will be different for each individual as job sharing partners may have different levels of experience, skills or motivation.

9 Handover period

- 9.1 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. Such arrangements must be achieved within the normal established total hours.

10 Pay and Benefits

- 10.1 The terms and conditions of job sharers will be fully consistent with those of other part time employees who must not be treated less favourably than comparable full-time employees.
- 10.2 Job share partners are employed on the same grade but depending on their respective service and experience may be on different salary points within the grade.

11 Appraisal

- 11.1 Job sharers will normally be appraised individually (although account will be taken to the operation of the job share arrangement) and will be assessed on an individual basis.

12 Working Hours

- 12.1 Job sharers may be asked to work additional hours to cover emergencies and to enable them to undertake training. They will not however, be expected to provide cover for the absence of their partner. Line managers have the responsibility to make arrangements to provide the best cover option which may involve the job share partner should they choose to volunteer.

13 Existing Employees requesting job share

- 13.1 Job sharing is viewed as a viable option to enable employees to alter their working pattern to suit their work/life balance and their personal situation. The request should be made under the 'Right to Request Flexible Working' policy. The request should detail the job share arrangements sought and effective date.
- 13.2 Employees returning from Adoption Leave, Maternity Leave or Shared Parental Leave must give as much notice as possible so there is time to sort out arrangements.
- 13.3 If job share is agreed, the employee will be expected to remain full time until a suitable job share partner can be appointed.
- 13.4 If no partner can be found after exhausting reasonable recruitment processes, the employee may consider applying for part time roles or will remain in their full-time substantive post.

14 Recruitment

- 14.1 All candidates regardless of their preferences for job share or full time will be assessed against the same criteria.
- 14.2 If the successful candidate wishes to work on a job share basis the recruitment panel will determine whether another candidate interviewed is suitable as the job share partner. If not the panel will decide to either appoint the applicant and advertise for a job share partner or delay the appointment until a job share partner can be recruited.
- 14.3 In the event of two job share applicants submitting a joint application they should be assessed individually against the selection criteria. They should be asked to indicate if they are only willing to job share with one another.
- 14.4 The hours of work will be divided equally. This will provide a higher level of consistency, prevent one partner being seen as "dominant" and prevent exacerbating the difficulties in replacing a partner.
- 14.5 Before a formal offer is made, potential job sharers should meet with the line manager to discuss and agree the practical arrangements that will be put in place prior to a formal job share agreement being prepared.
- 14.6 If a suitable job share partner cannot be recruited, the candidate's offer of appointment will be reviewed. The relevant Head of Service will consider whether the role could be part time instead. If a full-time role is required, the candidate's offer of appointment will be withdrawn, subject to the approval of the Head of HR & OD. The full-time vacancy will then be readvertised.

15 Resignation/termination of employment

- 15.1 If one job share partner leaves and the remaining job share partner does not want to work full time, the following procedure should be followed:
 - An assessment of the needs of the organisation/department should be carried out to ascertain whether full-time coverage is required.

- If it can be carried out on the half time hours, the remaining post holder will become part time.
- If full time hours are required, the vacant half of the post should be advertised
- If all of 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 only option open to TBC will be to declare the remaining job share partner redundant.

16 Appeal

- 16.2 If the manager refuses to accept the employee's proposal to job share, clear reasons must be stated, in accordance with the Right to Request Flexible Working Policy, and that policy followed.
- 16.3 Any appeals relating to termination of employment will be dealt with under the Grievance policy.



Part 1 – Details	
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Job Share
Date Conducted	January 2023
Name of Lead Officer and Service Area	Jackie Noble HR
Commissioning Team (if applicable)	N/A
Director Responsible for project/service area	Anica Goodwin
Who are the main stakeholders	Employees
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service <input type="checkbox"/>

	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To provide guidance for employees and managers on job share arrangements.

Who will be affected and how?

All employees.

Are there any other functions, policies or services linked to this impact assessment?

Yes



No



<p>If you answered 'Yes', please indicate what they are?</p> <p>Right to Request Flexible Working</p>

Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age.
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief and explicitly references adjustments for religious observance
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor

Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
n/a				

Date of Review (If applicable)

This page is intentionally left blank