

Job Sharing

Policy, procedure and guidelines

1 Policy statement and introduction

- 1.1 The University of Brighton is committed to working for equality of opportunity. In accordance with this policy it offers a variety of flexible working arrangements designed to support those who are unable to work full-time. Job sharing offers increased access to a wide range of jobs on a part-time basis.
- 1.2 This document lays down the university's policy, procedure and guidelines on job sharing.

2 What is job sharing?

- 2.1 Job sharing is a way of working where two people share one full-time job, dividing the work, responsibilities, pay, holidays and other benefits between them proportionate to the hours each works.
- 2.2 It provides a means of opening up jobs that have previously only been available on a full-time basis to people who need or want to work fewer hours.
- 2.3 Whether the responsibilities of a full-time job are divided up (i.e. split) or genuinely shared depends on the nature of the post, and the degree of interaction necessary between the job sharers. In some job share cases, a job may be split into two virtually independent part-time jobs needing very little interaction, whereas in others, a high level of co-operation and communication may be required. Advice on dividing the workload of a full time job either by time, by task, or by a combination of the two, is available from Human Resources.
- 2.4 Some jobs lend themselves more easily to job sharing than others, and it is important to give serious consideration as to whether a job should be shared or divided into two separate part-time posts. In the teaching and research area, for example, it may often be the case that separate part-time posts are preferred to job sharing arrangements.
- 2.5 This document has assumed that job sharing is between two people. There may be circumstances, however, when a job could be shared between more than two people. It may also be possible to job share a part-time post.

3 Eligibility

- 3.1 In principle, the university is prepared to consider making any full-time post available on a job share basis. The university does, however, reserve the right to decide that a post is unsuitable for job sharing. For example, it is unlikely that a post at Dean or Senior management Team level would be agreed on a job share basis as suitable to be filled. In the unlikely event that a post is considered unsuitable for job share, the reason for this decision will be provided in writing, if requested, by the appropriate head of school/department or senior manager. Further advice can be obtained from Human Resources.

4 How a post becomes a job share

- 4.1 Requests may arise in two ways:-

- (i) a current member of staff in a full-time post may wish to reduce his/her working hours by transferring to a job share arrangement;
- (ii) in response to a vacancy which has been advertised as being suitable for job sharing.

(i) **Current full-time members of staff**

Applications should be made, in writing, to the appropriate head of school/department, and copied to Human Resources. A member of staff is required to request a reduction in hours through establishing a job share arrangement at least three months before the proposed date. If the post has not been job shared before, the manager should discuss the suitability of the post for job sharing with a member of Human Resources in the first instance. The head of school/department will endeavour to make a decision within 28 working days of receiving the original application. Once a decision has been made, the applicant(s) will be informed, in writing, of the outcome and a copy of this will be sent to Human Resources to be retained on the personal file(s). Any agreement to a request to job share will be conditional upon another job sharer being appointed. If appropriate, the normal recruitment procedure will be followed to recruit to the other half of the post. If the university is unable to recruit a job share partner after advertising the post on at least one occasion, it reserves the right to continue the existing full-time arrangements.

An application from a head of school/department to transfer to a job share arrangement, should be made to the Dean of the faculty, the Deputy Vice-Chancellor, or the Pro-Vice-Chancellor (Academic Affairs), as appropriate.

A member of staff whose request to job share is refused will have the opportunity to meet with the person to which his/her job share application was submitted to discuss the reasons for the decision.

If the individual feels that s/he has been treated unreasonably, the university's grievance procedure may be invoked.

(ii) **Vacancies advertised as being suitable for job sharing**

Applicants should follow the university's recruitment and selection procedures when applying.

5 Recruitment and selection

- 5.1 The university's recruitment information sent to applicants encourages applications from job sharers, and indicates that job sharers do not have to apply with a partner. However, for a post potentially to be operated as a job share there must be at least two shortlisted job share applicants. If the applicant has indicated that s/he would be willing to take up the post on a full-time basis if there is no other job sharer, then the normal recruitment procedure will be followed. A job share appointment will only be made if the university is satisfied that both applicants can fulfill the requirements of all aspects of the job to the required standard. If one applicant is unsuitable, neither can be appointed unless an alternative job sharer is available.
- 5.2 Shortlisting should follow the normal process in accordance with university guidelines. During the recruitment process, consideration needs to be given to whether or not the job sharer is able to work a suitable working pattern in accordance with the other job share partner, and the needs of the university. This could affect the suitability of an applicant.
- 5.3 Advice on how to interview job share applicants is available from Human Resources.

6 Organisation of work and communication between job sharers

- 6.1 The tasks and responsibilities of a shared job should be divided fairly between the two job sharers. Whilst the nature of the job may mean that the two people do slightly different tasks according to the days of the week that they work, there should not be a difference in the levels of responsibility.
- 6.2 Communication is of the utmost importance in a job share. Job sharers need to establish a clearly defined system for letting each other know what work has been undertaken and what is outstanding. Some job sharers do this via a diary, clearly noting what needs to be done on each particular day. If possible, time should be allocated for a hand over period which is an ideal opportunity to update each other and talk through the workload. The job sharers must also ensure that effective communication takes place between them and other members of the university, especially their line manager.
- 6.3 There may be occasions when both job sharers need to work at the same time, for example if there is an important meeting or training session that they both need to attend. In these situations, it is suggested that one job sharer would change his/her hours for that week.

7 University's communication systems

- 7.1 Managers are responsible for ensuring that job sharers are appropriately integrated into the university, and kept fully informed of changes and developments. Particular attention should be paid to the timing of departmental meetings/briefings to enable job sharers to participate wherever possible.

8 Working patterns

8.1 When considering how to divide the post, consideration should be given to both the needs of the school/department and the needs of the individuals taking part in the job sharing arrangement.

8.2 It is often beneficial to provide a handover period for the two job sharers.

8.3 The following working patterns could be adopted:-

(i) **Split week**

One job sharer could work Monday, Tuesday and Wednesday morning whilst the other could work Wednesday afternoon, Thursday and Friday.

(ii) **Alternate weeks**

Each job sharer works the full-time hours, but only on alternate weeks.

(iii) **Alternate days**

One job sharer could work Monday, Wednesday and Friday morning whilst the other could work Tuesday, Thursday and Friday afternoon.

(iv) **Split days**

One job sharer could work mornings only whilst the other could work afternoons only.

8.4 Whichever pattern is selected the job sharers should not work more than the total hours for the full-time post.

8.5 There may be some cases where there is not a 50: 50 division of the total hours worked. In these cases the working patterns suggested above would need to be adapted.

8.6 It may be desirable for both job sharers to be present on the same day. If this is the case it will be necessary to adapt one of the working patterns suggested above to accommodate this requirement.

9 Conditions of service

9.1 **Contract of employment**

Job sharers will have separate contracts of employment. Details of working arrangements will normally be given in the formal letter of appointment. Job sharers can be appointed for a fixed-term period if appropriate.

9.2 **Job description**

Job sharers normally have a common job description.

9.3 Pay

The annual salary for the job is divided on a pro rata basis between the two workers. It is possible for the two job sharers to be on different incremental points according to relevant qualifications and experience.

9.4 Annual leave

Annual leave is calculated on a pro rata basis. For example, if a job was shared equally between two job sharers and the full-time entitlement was 22 days per year, each would be entitled to 11 full days, or 22 half days.

In most situations job sharers would not be granted the same periods of annual leave. Heads of school/department, however, are responsible for deciding whether job sharers may or may not take annual leave at the same time.

9.5 Public holidays and concessionary days

Public holidays and concessionary days are divided between the job sharers, pro rata, according to the number of hours worked, regardless of which days are worked.

Annual leave or flexi-time will have to be used for any additional days' leave which need to be taken as a result of excess public holidays or concessionary days falling during the job sharer's normal working week (see example below). Alternatively, if a job sharer's working pattern means that they are "owed" additional leave, this should be taken at a time which is mutually agreeable to the job sharer and the line manager.

Example

There are normally 8 public holidays and 3 concessionary days (over the Christmas period), each year. Taking as an example, a year in which Christmas Day falls on a Monday, the public holidays and concessionary days will be as follows:-

Holiday	Day of the week
Good Friday	Friday
Easter Monday	Monday
Early May Bank Holiday	Monday
Late May Bank Holiday	Monday
August Bank Holiday	Monday
Christmas Day	Monday
Boxing Day	Tuesday
Concessionary Day	Wednesday
Concessionary Day	Thursday
Concessionary Day	Friday
New Year's Day	Monday

Assuming a job share partnership in which partner A works Monday, Tuesday and Wednesday morning, and partner B works Wednesday afternoon, Thursday, and Friday, each will work 18.5 hours per week. The number of public holidays/concessionary days that would fall on a normal working day for each would be:-

Partner A : 7.5 days

Partner B : 3.5 days

The entitlement of each partner is 5.5 days. Partner A would therefore be expected to use annual leave or flexi-time to cover the additional two days, whereas partner B would be allocated two additional days' leave.

9.6 **Flexi-time**

For those working in schools/ departments which operate a flexi-time policy, the flexi-time conditions apply on a pro rata basis. For example, for those working 18.5 hours per week, a maximum of 4 hours could be accumulated in any one month. Final decisions on granting flexi leave are at the discretion of the head of school/department.

9.7 **Sickness, maternity and other absence**

All job sharers are entitled to sick pay, which is calculated according to each individual's length of service. Entitlements to maternity leave, compassionate leave and special paid leave are also the same as for full-time staff, again on a pro rata basis. Staff wishing to job share after a period of maternity leave or extended sick leave should follow the guidelines outlined in the section 5 above, "Job share applications".

9.8 **Pensions**

All staff, including job sharers, are entitled to join or elect to join the university's occupational pension schemes.

10 What if one partner leaves?

- 10.1 If one partner leaves, the other can apply to take over the other half of the job. If the remaining job sharer does not want to take over the other half of the post, the university will follow the normal recruitment procedure to fill the vacant half of the post, and will be prepared to advertise and interview once to find a replacement.

11 What if one partner wants to undertake full-time work?

- 11.1 A job sharer who wants to undertake full-time work can either apply for a full-time vacancy, or wait until the other job sharer leaves and apply for the whole post.

12 Promotion for job sharers

- 12.1 A job sharer is eligible to apply for any higher graded post advertised by the university. However, it does not necessarily follow that both applicants will be shortlisted for any vacancy.

N.B. For further information, please see section 5, "Recruitment and selection".

13 Training and development

- 13.1 Job sharers are entitled to attend training courses and further their professional development in the same way as other staff.
- 13.2 Job sharers will be included in the university's Staff Development Review scheme (SDR). SDRs would normally be conducted individually, although joint interviews could be arranged by agreement between the line manager and the job sharers.

14 Reviewing a job sharing arrangement

- 14.1 It is important for job sharers to keep in regular contact with their line-manager to discuss whether or not the job sharing arrangements are working. Not only will the job sharer be able to give his/her views, but managers will also be able to give feedback on overall performance and on whether the job sharers are successful in doing the whole job between them to the standard that is expected.
- 14.2 It may be useful for such meetings to take place on a monthly basis for the first six months, to give all parties the opportunity to raise any day-to-day difficulties that may arise. For example, the job sharers may feel that they need a longer handover period, or the manager may feel that it is important for them both to be at the weekly school/departmental meeting which currently takes place at a time when only one job sharer is working. Such issues can then be discussed openly and ways to resolve them identified.

15 Monitoring and review of procedure

- 15.1 The job sharing scheme will be monitored and reviewed by Human Resources on a regular basis. Posts which are advertised for job sharing will also be monitored to ensure that all applicants are treated fairly. All formal requests to heads of school/department or senior managers for job sharing will also be monitored.