

THE JOB SHARE PROJECT™

REPORT BY



JOB SHARING AT SENIOR LEVEL: MAKING IT WORK

Recommendations and best practices
for the implementation of job sharing
within global corporations.

Based on the findings from
The Job Share Study, 2011.
Written by Lucy Daniels.

A copy of the full research study
is available to download at
www.thejobshareproject.com

KEY FINDINGS

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CAPABILITYJANE
THE NEW WORLD OF WORK

FOREWORD BY THE JOB SHARE PROJECT STEERING GROUP

In these challenging economic times, it is more important than ever for companies to draw on the best possible talent to compete and grow. Recruitment, retention and advancement of women is a business imperative and we are committed to creating an environment that enables both men and women to thrive and succeed.

We understand that, for some, the ability to work part-time can mean the difference between remaining and progressing in their career and leaving. This project has explored the feasibility of job sharing as a commercially viable solution to enable part-time working in business-critical roles whilst maintaining an excellent level of customer service. This project brings together both research and comprehensive guidelines, and provides both individuals and organisations with some very practical steps.

We are all delighted to be supporting The Job Share Project and encourage others to follow suit.

centrica



Herbert Smith



Deloitte.



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FOREWORD BY WORKING FAMILIES

In 2007 the Working Families report “Hours to Suit” emphasised the advantage of having two heads over one as well as other benefits such as greater diversity in teams, enhanced productivity, people management innovation and process improvement.

This year our flexible working benchmark found that job sharing still remains a relatively little used way of working, despite the obvious benefits it brings. We would therefore encourage businesses to fully absorb the findings of this research, especially in the current economic climate. With working hours on the increase, the need to consider the design and shape of work is paramount. Job sharing provides a unique opportunity to think about the design of roles, and about creating really effective ways of working.

We believe that this report dispels some of the old myths that surround job sharing, and we anticipate that forward thinking organisations will embrace the opportunities that this way of working can offer.

Sarah Jackson OBE

Chief Executive

Working Families

www.workingfamilies.org.uk

WHY NOW?

THE REALITY OF TODAY'S WORLD OF WORK

In today's tough global market, organisations have to strive harder than ever to compete. Attracting, retaining and developing the right talent is critical to success.

For organisations to operate and compete on a global level, there is an increasing expectation for 24/7 availability and responsiveness.

The result: a longer hours culture as organisations are driven to squeeze the maximum out of their resources - a challenge for both women and men who need to balance career demands alongside family and lifestyle commitments.

Under these pressures, employers often struggle to find practical solutions for reduced hours working that are both sustainable and commercially competitive.

THE FEMALE BRAIN DRAIN

Despite concerted efforts, businesses are still losing high performing female talent at an alarming rate. This was highlighted in the recent Davies report into (the lack of) Women on Boards (Davies, February 2011).

Davies suggests that the high level of female attrition is due in part to the lack of flexible working arrangements.

The ability to offer a reduced hours working week is a critical factor for the retention and progression of women into senior roles. Our research shows that 80% of highly qualified women wish to work part-time, and that working three days is the preferred option. However, many perceive that by opting to work part-time, they are hampering their career prospects.

JOB SHARING: A COMMERCIALY VIABLE SOLUTION?

Job sharing is seen by some leading organisations as a possible option that enables the desired reduced hours working week, while providing round-the-clock cover that is so vital in today's global marketplace.

However, job sharing has not to date proven as popular as other forms of flexible working. Is this the right time for job sharing to become mainstream as the form of flexibility arguably best fitted to opening up senior roles to women?

●●
The ability to offer a reduced hours working week is a critical factor for the retention and progression of women into senior roles

●●
Employers struggle to implement commercially viable reduced hour working pattern

●●
Job sharing is a way of working in which two (or more) people share a 'whole' or 'full time' job

ABOUT THE RESEARCH

CONTRIBUTORS

The Job Share Project is a collaborative venture between Capability Jane and the seven global organisations including Centrica, Deloitte, DHL, Freshfields, Herbert Smith, KPMG, RBS. In addition, a number of acknowledged individual experts and academic institutions contributed their time and energy. These include:

Lucy Daniels: Lead Researcher, author of the Job Share Study and work-life specialist. Patron of Working Families

Pam Walton: Lead Researcher, author of Job Sharing: A Practical Guide and Hours to Suit: Working Flexibly in Senior Roles, Visiting Fellow, Sheffield Hallam University.

Caroline Gatrell: Management Learning and Leadership, Lancaster University Management School

Jennifer Tomlinson: Employment Relations, Leeds University Business School

Deirdre Anderson: International Centre for Women Leaders, Cranfield University

RESEARCH OBJECTIVES The objectives of the project were to:

1. Assess the feasibility of job sharing in senior client-facing leadership roles within global corporations and identify best practice
2. Understand the principles for job share design and how job sharing works in senior client-facing leadership roles
3. Obtain a sufficient understanding of success to develop practical, content-rich toolkits for prospective job sharers and employers wishing to understand and implement job sharing at senior levels

METHODOLOGY

Research utilising both quantitative and qualitative data collection was undertaken at the start of 2011. In all there were 303 responses, comprising:

- 86 job sharers
- 45 managers of job sharers
- 63 people who work with job sharers
- 53 people who know about job sharing where they work
- 55 people who would like to job share

For a full copy of the research please go to www.thejobshareproject.com.



Investigating the feasibility of job-sharing in senior leadership and client-facing roles



The study analysed 86 high performing job share partners



Toolkits for employers and individuals available: thejobshareproject.com

WHAT IS JOB SHARING?

We have defined job sharing as a way of working in which two (or more) people share a 'whole' or 'full time' job.

JOB SHARING IS MOVING UP THE PAY SCALE BUT ADOPTION REMAINS LOW

Over the past decade job sharing has moved up the pay scale, with an increasing groundswell of individuals requesting to job share in senior roles.

However, a survey carried out in 2008 found that job sharing as a flexible working option was available in 46% of organisations¹. A 2007 study showed that only 6% of employees on a flexible working contract worked on a job share basis².

Most organisations within the study have a job sharing policy and scattered examples of job sharers in senior roles but few have critical mass.

PEOPLE CHOSE TO JOB SHARE FOR MANY DIFFERENT REASONS

The research identified that the most common drivers for job sharing included family changes (births, marriages, ageing parents), organisational restructuring, reduced working hours before retiring and accommodating other dimensions of life. In fact, although 87% of our survey respondents were women, 13% were men.

JOB SHARING CAN WORK IN SENIOR ROLES IN GLOBAL, FAST- PACED ORGANISATIONS

The job sharers we surveyed came from fast-paced, big-brand organisations including: Deloitte, KPMG, Freshfields, RBS, DHL, Centrica, Accenture, Barclays, Citi Group, and M&S. Over 80% held positions of responsibility (managers, team leaders, senior associates, directors and in one case a CEO).

● ●
Job Sharing is moving up the pay scale but adoption remains low

● ●
Job sharing offers the ability to work part-time in a big job

● ●
I was looking to do reduced hours in a senior role. I had two school-age children and my job share partner wanted greater flexibility to make extended weekend visits to his elderly parents

1. Department of Work and Pensions, 2008 2. Institute for Employment Studies, 2007

●● LORNA'S STORY



HYBRID

COMPANY TYPE: GLOBAL ACCOUNTANCY FIRM
ROLE LEVEL: INSOLVENCY DIRECTOR
ROLE TYPE: CLIENT FACING / TRANSACTIONAL

ABOUT THE ROLE:

Lorna and Karen were both managers working in a client-facing role in a fast-paced and highly pressurised environment.

GETTING STARTED:

Returning from maternity leave, they joined forces to apply for a role as job sharers. As there were no previous examples of job sharing, the pair had to build their own business case and pitch it to management. The pitch was successful, and the team has grown from strength to strength over the past two years.

HOW IT WORKS:

Lorna and Karen each work 3 days, with a shared day on Wednesday. Each handles her own client cases, but covers the others on her days off. Both check e-mails and keep in touch regularly on days off. Job sharing has enabled Lorna to progress in her career and be at home with the family. But the opportunity has come with its own challenges. They have had to put in additional hours to prove themselves as a job share partnership, and promotion has taken longer than might have been expected.

LORNA'S TIPS:

- You have to be flexible. You can't work rigid 9-5 hours and will need your childcare to be flexible too.
- You need to be totally open and have shared values and similar ambitions to your job share partner.
- You have to be really well organised and work in a similar way.



●●
The benefits to me were being able to do a big job without having to work full time – a lot of part time jobs are not so interesting.

JOB SHARING IS NOT LIMITED TO SUPPORT FUNCTIONS AND CAN WORK IN MOST ROLE TYPES

Contrary to common belief, job sharing is not limited to support functions. We found examples of successful job sharing in most role-types including sales and client-facing roles, leadership and team management roles, strategic and knowledge-based roles and fast-paced or highly transactional roles.

JOB SHARING DOES NOT HAVE TO BE A 'PURE' SHARE - THERE ARE MANY WAYS TO DESIGN AND IMPLEMENT A JOB SHARE

There is no one-size-fits-all formula when designing a job share in a senior role. The design will depend on the nature of the role and the level of expertise and capability required and/or available in the team.




Typically job shares are designed in three ways:

1. A 'pure' job share arrangement where one job happens to be done by two or more people with the same level of capability and expertise and a single set of performance measures.
2. A 'job split' where the role is divided by e.g. seniority, capability, client, project or geography, with different but related performance measures.
3. A 'hybrid' job share where there is a single set of accountabilities but there is some shared and some divided responsibility.

In all instances, each job share partner is sufficiently well informed to be able to pick up responsibilities and actions when the other is absent.

Findings indicate that 'hybrid' job shares are more common in senior executive roles, where job sharers are more likely to specialise on the basis of their key strengths and expertise.

DIFFERENT WAYS TO DESIGN A JOB SHARE

	 JOB SPLIT	 HYBRID JOB SHARE	 PURE JOB SHARE
	INDEPENDENT LIABILITY <ul style="list-style-type: none"> • Divided responsibility. Role is divided by e.g. seniority, capability, activity, client, project etc. • In effect, two part time roles. 	JOINT & SEVERAL LIABILITY <ul style="list-style-type: none"> • Sharing a role with some shared responsibility and some divided responsibility. Role is divided to play to each other's strengths 	JOINT LIABILITY <ul style="list-style-type: none"> • One job that happens to be done by two (or more) interchangeable jobholders
SHARED	<ul style="list-style-type: none"> • Business objectives 	<ul style="list-style-type: none"> • Business objectives • One job description • Single set of accountabilities • Same level of seniority / expertise 	<ul style="list-style-type: none"> • Business objectives • One job description • Single set of accountabilities • Same level of seniority / expertise • Same capabilities & expertise • Same responsibilities • Single set of performance measures • Shared client and stakeholder ownership and management (with lead contact)
DIVIDED	<ul style="list-style-type: none"> • Two separate Job descriptions • Differentiated accountabilities • Responsibilities • Seniority / Capability / Activity / Client / Project / Work-stream • But related performance measures • Different but related and Complementary capabilities • Different but related and Complementary expertise 	<ul style="list-style-type: none"> • Complementary capabilities & expertise • Divided responsibilities by capability / expertise • Divided but over-lapping performance measures • Divided client ownership and management with shared back-up • Divided team ownership and management with shared back-up 	<ul style="list-style-type: none"> • Time – Hours / Day(s) / Week(s) / Month(s) • Geography / time-zone
ROLE TYPES	<ul style="list-style-type: none"> • Project / case based roles • Role that can be divided by project, activity, client or staff • No line management responsibilities • Client / stakeholder facing roles 	<ul style="list-style-type: none"> • Wide mix of roles • Senior & executive management roles • Line management responsibilities • Client / stakeholder facing roles • Role that can be divided by capability 	<ul style="list-style-type: none"> • Wide mix of roles • Roles with global coverage requirement • Line management responsibilities • Client / stakeholder facing • Project / case based • Process based roles

SETTING UP THE JOB SHARE

JOB SHARE PROPOSALS WERE ACCEPTED BY MANAGERS WHEN THERE WAS A CLEAR BUSINESS CASE AND ROBUST SOLUTIONS

Job share proposals were most likely to be accepted by managers when the individual(s) clearly presented the business benefits of the job share, showed consideration for and understanding of the nature and design of the role, explained the logistics of how it would work and addressed any practical concerns about two people doing the role.

JOB SHARE PARTNERS DO NOT HAVE TO KNOW EACH OTHER OR TO HAVE WORKED TOGETHER BEFORE TO BE SUCCESSFUL

Research findings dispelled a common myth that job sharers needed to know each other before becoming job share partners.

Of the people we surveyed, 54% knew their partner before-hand and 46% did not, clearly demonstrating that job shares can be successful even if the partnerships have not worked together before.

JOB SHARES CAN BE SUCCESSFUL EVEN IF ONE OR BOTH EMPLOYEES COME FROM OUTSIDE THE ORGANISATION

While 75% of our surveyed job shares came about as a result of networking within the employees' existing organisation, 25% of partners were sourced from outside.

This dispels yet another myth and demonstrates that job share partnerships can be successful even if one or both come from outside the organisation.

SUCCESSFUL JOB SHARE PARTNERS DO NOT HAVE TO BE AN EXACT MATCH, IN FACT IT IS OFTEN BETTER WHEN THEY ARE NOT

Job sharers do not need to have exactly the same skill sets and technical experience. Both managers and job sharers themselves cited that could be more beneficial to have a mix of complementary skills, styles and experiences.

What mattered the most was that the individuals had complementary capabilities, shared similar values and had equal career drivers and motivations.

●●
It's not essential for job sharers to know each other beforehand. 54% of job sharers surveyed knew their partner. 46% did not

●●
25% of job share partners were sourced from outside the organisation

●●
Complementary capabilities are more important than having the same skill set

●● FAITH'S STORY



SPLIT

COMPANY TYPE: MAJOR HIGH STREET RETAIL BANK

ROLE LEVEL: SENIOR PROJECT MANAGER

ROLE TYPE: TRANSACTIONAL

ABOUT THE ROLE:

Faith and Susan are project managers for a major retail bank. As key members of a tight-knit team, their role is vital to the success of the bank's strategic projects.

GETTING STARTED:

Faith was working part time for a major high street retail bank when the opportunity for job sharing first arose. With seven years' experience, the bank was keen to retain her talents, and when a new project team was being formed, she was invited, along with Susan, a colleague with whom she had previously worked, to form a job share.

MAKING IT WORK:

Whilst Faith and Susan were on the same pay level, their skills were complementary. One was more systems focused, and the other more oriented towards process and process improvement. Their complementary skills added value to the job share. The job ran successfully for the duration of two major projects.

FAITH'S TIPS:

- Job sharing needs to be more widely promoted, along with job share success stories. Once managers see it for themselves in practice, they are much more open to it.
- Job sharing works well if you have the same attitudes, the same expectations, mind set and complementary skills.
- A half to one day overlap is ideal, to enable good communications and handover.



●●
71% of job sharers surveyed who tried to gain promotion were successful

●●
Successful job sharers are high performers who go the extra mile to excel at their job and make the partnership work

A JOB SHARE AGREEMENT CAN SET THE PARAMETERS FOR THE RELATIONSHIP AND HELP MANAGE PERFORMANCE

Many partnerships created a written job share agreement on commencement of the working arrangement and used this to monitor and manage the performance of the job share.

Establishing clear objectives and parameters for the job share partnership and having a mechanism to monitor and manage this was cited as a critical component to success.

JOB SHARING DOES NOT MEAN TAKING YOUR FOOT OFF THE GAS - SUCCESSFUL JOB SHARERS ARE 'HIGH PERFORMERS' WHO GO THE EXTRA MILE TO ENSURE SUCCESS

71% of the job sharers in our survey who tried to gain promotion were successful in doing so. An additional observation is that only 45% of job sharers surveyed tried to go for promotion.

Opting to job share does not mean taking the foot off the gas. It is hard work. Successful job sharers go the extra mile to ensure high performance.

Individuals are expected to mirror the behaviour of the organisation, working long hours on their 'work' days, and making themselves available for consultation with the other job sharer on the non-work days.

JULIA'S STORY



COMPANY TYPE: MAJOR HIGH STREET RETAILER

ROLE LEVEL: HR DIRECTOR

ROLE TYPE: LEADERSHIP, TEAM MANAGEMENT

ABOUT THE ROLE:

Throughout her illustrious career in HR, Julia has held a number of senior roles as a job sharer, ending up in a senior executive full-time role.

GETTING STARTED:

Julia was one of the pioneers of job sharing in her organisation. As such she has had a number of hurdles to overcome. Essentially, she had to set up the job share herself, find her own job share partner and make it work. Throughout her career, Julia has been a role model for other job sharers, helping and encouraging others looking to follow the job share path.

MAKING IT WORK:

Job sharing has enabled Julia to progress her own career whilst working part time in a number of senior roles. Learning from her job share partners was critical to this, as she was able to pick up knowledge from people already established in a role and also to pass on her own knowledge to others, helping them to progress or to make effective sideways moves.

JULIA'S TIPS:

- At the start, lay out the ground rules (the job share agreement).
- Deal with issues promptly and work it out rather than wait for others to manage it.
- Get the individuals involved in a new job share to go and meet other job sharers and managers who have worked with them. Most managers will be much more comfortable with job sharing once they've experienced it for themselves.



●●
It is so important that you get the right people with the same attitudes but with complementary skills and you can't have someone who is overly ambitious

●●
You have to be flexible. Just because you are in a job share, doesn't mean you have to do 9-5

●●
The days off were never really days off but a feeling of slight distance from the organisation

BE WARNED: JOB SHARING IS NOT FOR EVERYONE

It requires certain behaviours and characteristics to be able to manage and maintain a successful job share arrangement. Job sharing is definitely not suited to everybody and will not work when the individual:

- has a style more suited to independent working and is not naturally collaborative;
- is competitive or for whom shining in their own right is more important than good teamwork;
- is quick to blame and finds it difficult to trust, or is not a naturally good communicator or well organised.

MAKING IT WORK

JOB SHARERS OFTEN WORK LONG HOURS ON 'WORK' DAYS AND GIVE THEIR OWN TIME ON 'NON-WORK' DAYS TO ENSURE SEAMLESS HANDOVER AND COMMUNICATIONS

Communication and handover execution is critical to success. Most job share partnerships have a communication day where both work together.

Most typical is spending half to one full day working together in the office. High performing job sharers take full responsibility to ensure everything is seamless, with no need for anyone to repeat anything.

They give their own time to deliver seamless communications and handover, committing up to three hours per week outside their non-work time.

JOB SHARING CAN WORK IN CLIENT FACING & LEADERSHIP ROLES

67% of the job sharers surveyed held team management and leadership roles. 83% of those with management responsibilities managed up to 20 direct reports. 7% managed more than 50 (the highest number being 490).

Most managed external clients and/or senior internal stakeholder relationships. At a senior level, building and maintaining relationships is critical.

Most job sharers divided up the ownership of and accountability for clients, teams and stakeholders, allocating a primary point of contact, but ensuring each job sharer was well briefed to be able to be the first point of contact when the other was absent.

●● GEORGE'S STORY



SHARE

COMPANY TYPE: LARGE PUBLISHING HOUSE

ROLE LEVEL: PRODUCTION MANAGER

ROLE TYPE: TRANSACTIONAL, SUPPLIER FACING

ABOUT THE ROLE:

George and his job share partner Kate are production managers for a major publishing house. The job is highly pressurised and deadline-driven.

GETTING STARTED:

George saw his role as a production manager for a publishing house advertised as a job share in a national newspaper. He applied and was successful – although not before the existing job sharer had given her seal of approval.

MAKING IT WORK:

George and his partner operate a “pure” job share, i.e. they both carry the same responsibilities and operate seamlessly as a pair.

In George's job share there is no company funded handover day. Handover is done by e-mail and phone calls to fill in the gaps. George feels that there are significant advantages to having two heads, in particular the ability to bounce ideas and to have a second pair of eyes for highly detailed work.

Although they have encountered some scepticism and negativity from colleagues it hasn't held them back. In fact a few years ago they successfully applied for and gained promotion as a job share partnership.

GEORGE'S TIPS

- Be willing to give and take. You need to understand that it is not just your job, you are sharing it with another person.
- You have to be, very comfortable with the person you are job sharing with.
- Communicate with your job sharer as much as you can. Be willing to do so even on your days off.



●●
67% of job sharers in the study managed staff, with the majority of those managing teams of up to 20 staff.

●●
Job sharers will have to work hard to gain promotion. Persistence and finding a senior sponsor can help.

●●
The average lifetime of a job share partnership is two years. Job sharing is often a stepping-stone to larger roles for high performers

JOB SHARING ENABLES CAREER PROGRESSION WHILE WORKING PART-TIME, BUT YOU WILL HAVE TO PUSH A LOT HARDER

The perception is that job sharing will slow down your career path and flexibility and that personal investment is required to pursue opportunities.

The reality is that there will be people who think you are less committed, so you have to work harder at pushing for a promotion.

The 71% of job share respondents who applied for and were successful in their application for promotion, recommended persistence and finding a senior sponsor to fight your corner.

JOB SHARING WILL INCREASE MANAGEMENT OVERHEAD BUT IS DEEMED A WORTHWHILE INVESTMENT

The managers we spoke to acknowledged that job sharing could take longer to set up and takes additional overhead to manage. Most felt that this was a worthwhile investment. This is explored in more detail in the Costs and Benefits section of the report.

IF IT'S NOT WORKING, YOU ARE NOT STUCK WITH IT

The average lifetime of a job share partnership within the study is two years. Job sharing is often a stepping-stone to larger roles for high performers. Robust competency and capability frameworks will keep high performers on track and manage-out under-performers.

SUCCESS OF THE PARTNERSHIP DEPENDS ON A SUPPORTIVE MANAGER AND COMMITTED INDIVIDUALS

The evidence clearly pointed to a need for managers to be supportive of the arrangement but of equal if not greater importance was the need for the individuals to take full ownership and responsibility for performance and success of the partnership.

PROS AND CONS FOR INDIVIDUALS



Poor communications and handover practices are some of the leading causes of job share failure

JOB SHARING IS THE WAY TO WORK PART-TIME IN A BIG ROLE

From the job sharers we surveyed in The Job Share Study, benefits to individuals included:

- **The ability to work in a big role on a part-time basis** – there are limited opportunities to take a big role on a part-time basis
- **Job satisfaction and feeling part of the team** – you don't miss anything, the incidentals that happen in the week are all handed over from your partner
- **Career progression** – there was a general consensus that moving on in your career as a job share was easier than if you were a part-timer on your own
- **The ability to switch off and handover accountability** – unlike people in senior solo roles working part-time, job sharers can switch off most of the time on non-work days, knowing their partner is covering the role

JOB SHARING IS NOT ALWAYS SUCCESSFUL AND CAN BE A PROBLEMATIC IF NOT SET UP OR MANAGED CORRECTLY

Job sharing can, and does, go wrong. When it goes wrong it can be problematic. Job shares were shown to fail when:

- There is poor communications and handover practices between job sharers
- Competitiveness and lack of trust got in the way of co-operation
- Individuals did not take full responsibility
- The arrangement was based around the needs of the individual rather than the needs of the role
- Job sharing was imposed, not chosen
- Job sharers were inflexible and unwilling to give what it takes to get the job done
- Management was not engaged
- There was a cosy arrangement, i.e. no set time frame and no progression



Job sharing is not always successful



Senior management support is vital

EMPLOYERS: BARRIERS AND ENABLERS

ORGANISATIONS ARE INVESTING IN ONLINE PORTALS AND PRACTICAL TOOLKITS TO SUPPORT, EDUCATE AND RAISE AWARENESS

While the majority of organisations had a policy on job sharing, only 27% of non-job sharer respondents thought that their organisation had a formal written job share policy and only 18% thought that information on job sharing was easy to find.

Organisations committed to the adoption of flexible working are investing in online portals where information, guidelines on job sharing and policies are easily accessible.

The sponsors of this research are investing in the development of practical toolkits for both managers and individuals to increase understanding and support the increased adoption of job sharing.

WHERE SENIOR MANAGEMENT IS VISIBLY SUPPORTIVE OF NEW WAYS OF WORKING, INDIVIDUALS AND MANAGERS ARE ENCOURAGED TO CONSIDER THE OPTION

A big barrier to the adoption of job sharing is leadership attitude and organisational culture. Both job sharers and managers said that where senior management is visibly supportive of new ways of working, this encourages people to consider the option.

ORGANISATIONS MAKING PROGRESS ARE MEASURING AND HOLDING LEADERS ACCOUNTABLE FOR PROGRESS

Organisations committed to progress are measuring the appetite, take up and perception of job sharing across the organisation and holding leaders accountable for results and adoption.

BREAKING DOWN THE MANAGER PERCEPTION BARRIER - ALLOWING MANAGERS TO WORK THROUGH THE FEASIBILITY OF JOB SHARING FOR EACH ROLE HAS PROVEN TO INCREASE UNDERSTANDING AND BUY-IN

Only 28% of our survey respondents felt that managers viewed job sharing positively and the majority felt that manager attitudes hindered the increased adoption of job sharing.

Leading practice points to the use of education and role assessment workshops for managers to assess the feasibility of job sharing, increase understanding and buy-in to this way of working.

●●
only 27% of non-job sharer respondents thought that their organisation had a formal written job share policy

●●
Example available Toolkits:

Role assessment and job share feasibility

Best practice policy and contracts

Job Share competency framework

Assessment and implementation check list

Job Sharers' agreement

ROLE MODELS AND INCREASED VISIBILITY OF CASE STUDIES HELPS TO CLOSE THE GAP BETWEEN PERCEPTION AND REALITY

When people have had direct experience of working with or heard about successful job share partnerships they were much more likely to be positive about job sharing than those who did not. Publicising examples and getting people to share their experiences has shown to increase awareness and address people's concerns.

ENGAGING THE CFO – MEASURING BY FTE NOT HEADCOUNT

A major barrier stopping organisations moving from policy to implementation is often the fact that budgets are allocated based on full headcount not Full Time Equivalent (FTE), increasing the cost of a job share (from 1.2 FTE to 2 heads) thus penalising and deterring the take up of job sharing.

GENDER BASED SUPPORT FOR JOB SHARING

Our research found that men are more likely than women to think there are systems in place to support job sharing and that information is easy to find. This suggests that there is a possible perception gap by gender where men (who are less likely to want to consider job sharing) think it is easier to get access to the right support than women (who are more likely to want to job share).



I was able to continue in my career and progress as a result of doing job shares because if I'd had to work full time I might have left or looked for something less demanding or part time. I was clear I didn't want to do four days as you end up doing a five day a week job in four days.

POSITIONING THE COSTS & BENEFITS

JOB SHARING WILL COST THE BUSINESS MORE

For managers in our survey, overhead costs such as paid overlap time, doubling up of training and the deployment of two people on an assignment, were all cost considerations of having job sharers. While these costs were undeniable, the majority of managers thought they needed to be kept in perspective and felt the benefits outweighed the costs.

BUT THE TALENT RETENTION BUSINESS CASE IS COMPELLING...

The ability to job share was clearly an effective retention tool - of the job sharers surveyed, 87% of respondents said that the ability to job share meant the difference between staying with a company and leaving. The appetite for job sharing was astounding - our survey of women across seven global organisations found that 61% would like the opportunity to job share now to enable them to work part-time.

..AS IS THE GUARANTEED FULL-TIME COVER WITHOUT THE HASSLE OF PART-TIME ARRANGEMENTS

..AND THE ADDITIONAL BENEFITS OF HAVING TWO HEADS OVER ONE

Managers and job sharers in the survey pointed to a number of additional benefits to managers and the business:

- 30% enhanced productivity can be gained through two people job sharing³
- Benefits in having different styles and perspectives
- More engaged and committed employees.

3. UK's Resource Connection and the Industrial Society

● ●
When I come in on Monday I'm firing, I'm running for my three days. In terms of productivity we are both more focused. So mathematically the increased output is greater.

● ●
For 87% the ability to job share meant the difference between staying with a company and leaving

● ●
61% of women would like the opportunity to job share to enable them to work part-time

BUSINESS CASE COST / BENEFIT

EMPLOYERS

PROS

- Retaining and progressing talent
- Continuity – cover for holiday, sickness and absence
- Two heads and wider range of skills and experience
- Increased energy & productivity

CONS

- Additional salary and benefits
- Systems, desk and computer
- Additional training and development
- Management overhead & possible delays

INDIVIDUALS

PROS

- The ability to work in a big role on a part-time basis
- Job satisfaction and continuity
- Maintaining and progressing career
- Ability to switch off and hand over accountability

CONS

- Flexibility and long hours
- Not for everyone
- Push harder to overcome perceptions
- Pro-rated salary and benefits

●●
A major outcome of this project is to provide insights, guidelines and practical services to help employers and individuals increase the adoption of job sharing in senior roles

RESOURCES AND SUPPORT AVAILABLE

THE JOB SHARE PROJECT: www.thejobshareproject.com

Reports available to download:

- The Job Share Project 2011 research report
- Top Tips for Individuals
- Top Tips for Employers

CAPABILITY JANE: www.capabilityjane.com/jobshare

- Toolkit & Guidelines
- Workshops and Briefings
- Sourcing & Matching Service
- Job Sharer Talent Bank

HOW TO CONTACT US:

Email: jobsharing@capabilityjane.com

Telephone: 08456 041 916

www.capabilityjane.com

WORKING FAMILIES

Membership of Working Families supports you in achieving a workplace culture and environment that maximises talent potential and employee engagement, with attendant increasing productivity. In addition to providing you with access to thought leadership in this area and preferential rates at our cutting edge events, membership includes entry into the Top Employers for Working Families Benchmark and Awards, the definitive list of the UK's best organisations for working families.

**For further details, please contact us at
membership@workingfamilies.org.uk**

Founded in 2007, Capability Jane is a team of passionate, experienced professionals committed to building the marketplace for high quality, flexible careers and increasing the number of women in influential roles in business. Progressive organisations work with us to increase their pipeline of senior female talent through training programmes, flexible job design and targeted recruitment campaigns. With a talent bank of nearly 10,000 senior professional women, we help a wide range of global and entrepreneurial employers tap into a pool of talent seeking challenging yet flexible career opportunities.



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