

FACTS ABOUT JOB SHARING

Job Sharing is when two or more part time employees share one full time position.

What are the costs and challenges of job sharing?

Job sharing typically does cost the business more. Management overhead costs such as paying for overlapping time, doubling training costs and the deployment of two people on an assignment are all cost considerations identified by managers of job sharers. Specific dollar amounts will need to be gauged by each business according to their training and salary needs. Managers acknowledge that job sharing could take longer to set up and take additional overhead to manage, however, most managers felt that it was a worthwhile investment (The Job Share Project Report, Pg 27 & 41).

What are the benefits of job sharing?

According to the Job Share Project (2011), 67% of managers and 94% of job sharers believe it has a positive impact on clients. It has also been shown to work well with senior management roles. It is great way to retain good employees; 87% of job sharers report that the ability to job share meant the difference between staying with a company or leaving (Pg 42, The job Share Project, 2011). Many jobs that are offered to part-time employees are not interesting to many high performing or more senior level managers, job sharing allows employees to maintain the high-level work, but with ample time away to take care of life outside of the office and maintain focus when present at work. It can also be a great way to keep older employees on staff while they wind down toward retirement. Their leadership and experience is a benefit to the company that can be prolonged with job sharing. The Society for Human Resource Management (SHRM) reported on a 2006 study in which the second most important contributor to work satisfaction (behind compensation) for 30-40 year old women are work/life balance and flexible work opportunities. Job sharing was still underutilized at that time, but of the survey respondents participating in job sharing, 96% said they had the flexibility they need, compared with 77% for the rest of the workplace respondents (Miller, 2007).

WHAT CAN BUSINESSES DO TO MAKE IT WORK?

A recent study in the UK, USA, Australia and New Zealand, businesses named the keys to successful job sharing to be:

1. Trust
2. Clear, constant, communication
3. Handover execution
4. Complementary skills
5. Shared vision and values
6. Flexibility

SOURCE: The Job Share Project Report, Pg 22



PROS AND CONS OF JOB SHARING

EMPLOYERS	
PROS	CONS
Retaining and progressing talent	Additional salary and benefits
Continuity to cover holidays, sickness and leave	Systems and equipment (desk, computer)
Two heads and a wider range of skills and experience are available	Additional training and development
Increased energy and productivity	Management overhead and possible delays
INDIVIDUALS	
PROS	CONS
The ability to work in a big role on a part-time basis	Long hours can be required for the <i>on days</i>
Job satisfaction and continuity	Not everyone can share a job
Maintaining and progressing in career	Overcoming perceptions can lead to pushing harder
Ability to <i>switch off</i> and hand over accountability	Salary and benefits are pro-rated

SOURCE: The Job Share Project (March 2011)

Sample Job Sharing Policies

Scottish Government: <http://www.gov.scot/Publications/2015/07/1952/7>

Civil employee job share policy (UK): <https://www.gov.uk/government/publications/civil-service-employee-policy-guide-to-job-sharing>

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