



Job Share

Workshop for SEO Conference – July 6, 2007



EEO Trust



- A not-for-profit organisation tasked with raising awareness of business benefits of EEO/diversity
- Works with businesses to achieve success through managing diversity
- Provides information and tools to help develop versatile workplaces
- Shares ideas on EEO/diversity from NZ and overseas via publications, presentations and workshops
- Undertakes research projects on relevant and current employment topics
- Responds to emerging diversity and EEO issues and develop solutions in partnership with employers



Flexibility options

Some of the more common flexibility options include:

- Job sharing
- Job splitting
- Reduced hours or flexible start and finish times
- Permanent quality part time work
- Flexible hours and flexible location
- Compressed Working Week e.g. 4x10 hours
- Term time working
- Annual hours
- Special leave – career breaks, sabbaticals, extra annual leave or buyable leave options



What is job share?



- Strictly voluntary option initiated by an employee and agreed to by employer
- Two people share responsibilities of ONE FULL TIME JOB and share the pay and leave entitlements on a pro rata basis.
- The two people sharing the job arrange the division of responsibilities and hours between themselves in agreement with their employer.
- This arrangement is then formalised into a written job sharing contract (Canterbury United Council, 1985)

THE POSITION REMAINS A FULL-TIME POSITION AND CAN REVERT TO BEING FILLED BY ONE PERSON



What is job split?

- In contrast to a job share situation a job split results in a full-time position being split into two separate part-time jobs with separate duties
- **CREATES TWO PART-TIME POSITIONS TO REPLACE ONE FULL-TIME POSITION**



Why job share



- Growing skills shortage
- Competitive advantage
- Retain existing staff
- Aging workforce
- Demands for flexibility and work-life balance
- Employee determination to make the job share work
- Savings in recruitment and training costs plus continual coverage during leave periods



What roles are suitable for a job share arrangement?



- “Job sharing can be applied to most full-time roles as long as the role has been properly designed”

(Hudson Report on employment and HR Trends in New Zealand – 2007)

- Current job share role with major public library – senior leadership team role currently trialing a job share



Job share benefits both employers and employees

Employer benefits:

- Increased retention - reduced absenteeism
- Increased productivity
- Greater coverage over peak periods or breaks
- Greater continuity (sharers often able to cover sick and annual leave for each other)
- Retention of institutional knowledge



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Employee benefits

- Flexibility – work life balance
- Maintain their career position
- Employees do not lose any of their benefits – rather receive them pro rata



Myths and preconceptions

- Employers have historical knowledge/experience of a job share situation that has been poorly implemented
- Perceptions of increased costs
- Problems meeting client demands and expectations
- Problem of one job sharer leaves
- Job share(rs) will be hard to supervise



How to make it work

- Need senior management and line management support
- Effective education and communication campaigns
- Cover off the tricky issues
- Draw up a job share agreement
- Trial the arrangement and include a review process



Case Study 1:



Large customer service organisation - 2 job sharers are in management roles, one from a senior leadership team, another middle manager

A is aged mid-60s – operates home business which is very time consuming; she wants to reduce her fulltime role with her employer where many employees are 50+; she presents her employer with the options of reducing her hours or having her leave completely within a short time ; she is contemplating complete retirement within 5 years

B is aged early 50s – currently does not have the leadership skills to step into the breach if A was to leave; she sees herself working for another 10-15 years



Case Study 2:



Small organisation – 12 employees; 2 job sharers are at different stages of their careers:

A is nearing retirement but wants to continue working to maintain her technology skills and therefore her marketability as well as pursuing her other interests

B is mid-career and balances family duties and working while developing a business idea.

A & B share some duties – reception – while some duties require the particular skills of B and for these she has sole responsibility

A cross-over period means there is always cover at reception



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