

# THE JOB SHARE PROJECT™



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## **JOB SHARING AT SENIOR LEVEL: A GUIDE FOR INDIVIDUALS**

Based on the findings from  
The Job Share Study, 2011.

A copy of the research report  
is available to download at  
[www.thejobshareproject.com](http://www.thejobshareproject.com)



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# JOB SHARING: A GUIDE FOR INDIVIDUALS

## ABOUT THIS GUIDE

This guide is based on the findings from The Job Share Study, 2011: an investigation into the feasibility of job sharing in senior roles, a study that analysed 86 high performing job share partners, 45 managers of job sharers and 63 people who work with job sharers in global fast-paced organisations.

For this guide we have drawn out the key findings and best practice to help individuals interested in exploring the feasibility of job sharing. You will find information, guidelines, checklists and templates to help you understand more about job sharing, how to build a business case, and how to best set up and manage a successful job share partnership.

## OTHER GUIDES IN THIS SERIES

1. Job Sharing: A Guide for Organisations
2. Job Sharing: A Guide for Managers

## FURTHER SUPPORT AND RESOURCES

### **THE JOB SHARE PROJECT:** [www.thejobshareproject.com](http://www.thejobshareproject.com)

The Job Share Project is a group of business leaders and talent practitioners with an interest in exploring the feasibility of job sharing as a commercially viable solution to enable part-time working in business-critical roles in global fast paced organisations.

### **Reports available to download:**

1. The Job Share Project 2011 Research Report
2. The Job Share Project 2011 Key Findings

### **CAPABILITY JANE:** [www.capabilityjane.com/jobsharing](http://www.capabilityjane.com/jobsharing)

1. Toolkit & Guidelines
2. Workshops and Briefings
3. Sourcing & Matching Service
4. Job Sharer Talent Bank

**See:** [www.capabilityjane.com/jobsharing](http://www.capabilityjane.com/jobsharing) for more information.

Telephone: 0845 604 1916

Email : [jobsharing@capabilityjane.com](mailto:jobsharing@capabilityjane.com)



STEP  
1

# UNDERSTANDING JOB SHARING

Job Sharing is a way of working which two (or more) people share a 'whole' or 'full time' job. Job sharing allows for full week cover and enables roles to be shared that are not suitable to be carried out on a part-time basis.

## JOB SHARE DESIGN




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 one of three ways:

1. A 'pure' job share arrangement where one job is 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 into 2 parts by e.g. seniority, capability, client or project, and is done by two or more people with different capabilities and with different but related performance measures.
3. A 'hybrid' job share, where one job is done by two or more people with complementary, rather than the same, capabilities and expertise. There is a single set of accountabilities with some shared and some divided responsibility, allocated according to capability and expertise.

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.

DIFFERENT WAYS TO DESIGN A JOB SHARE

	 <b>JOB SPLIT</b>	 <b>HYBRID JOB SHARE</b>	 <b>PURE JOB SHARE</b>
	<p><b>INDEPENDENT LIABILITY</b></p> <ul style="list-style-type: none"> <li>• Divided responsibility. Role is divided by e.g. seniority, capability, activity, client, project etc.</li> <li>• In effect, two part time roles.</li> </ul>	<p><b>JOINT &amp; SEVERAL LIABILITY</b></p> <ul style="list-style-type: none"> <li>• Sharing a role with some shared responsibility and some divided responsibility. Role is divided to play to each other's strengths</li> </ul>	<p><b>JOINT LIABILITY</b></p> <ul style="list-style-type: none"> <li>• One job that happens to be done by two (or more) interchangeable jobholders</li> </ul>
<b>SHARED</b>	<ul style="list-style-type: none"> <li>• Business objectives</li> <li>• One job description divided into two</li> </ul>	<ul style="list-style-type: none"> <li>• Business objectives</li> <li>• One job description</li> <li>• Single set of accountabilities</li> <li>• Complimentary expertise &amp; capabilities</li> <li>• Shared accountabilities</li> <li>• Performance Measures</li> </ul>	<ul style="list-style-type: none"> <li>• Business objectives</li> <li>• One job description</li> <li>• Single set of accountabilities and responsibilities</li> <li>• Same level of expertise and capabilities</li> <li>• Same capabilities &amp; expertise</li> <li>• Single set of performance measures</li> <li>• Shared client and stakeholder ownership</li> <li>• Shared team management</li> </ul>
<b>DIVIDED</b>	<ul style="list-style-type: none"> <li>• Different capabilities &amp; expertise</li> <li>• Responsibilities</li> <li>• Performance measures</li> <li>• Accountabilities</li> <li>• Seniority / Capability / Activity / Client / Project / Work-stream</li> </ul>	<ul style="list-style-type: none"> <li>• Complimentary capabilities &amp; expertise</li> <li>• Responsibilities by capability / expertise</li> <li>• Divided performance measures</li> <li>• Divided accountabilities</li> <li>• Divided client ownership</li> <li>• Divided team ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Time – Hours / Day(s) / Week(s) / Month(s)</li> <li>• Geography / time-zone</li> </ul>

Findings of the research study 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. However, the nature of the design will depend on the role and the individual(s) expertise.



STEP 2

# UNDERSTANDING YOUR ROLE AND ITS SUITABILITY FOR JOB SHARING

Our research shows that managers were much more likely to positively consider an application to job share when the individual(s) had demonstrated consideration and understanding of the role and its suitability for job sharing.

The following tables offer a format to help you to understand the nature of your role, its core activities and the critical components that will need to be addressed when evaluating how it can be worked on a job share basis.

## UNDERSTANDING YOUR ROLE:

Areas of Responsibility	Activities	Outputs, Reporting, Critical Deadlines & KPIs	Meetings, Communications & Key Stakeholders	Possible Unexpected Emergencies / perceived issues
<p>What are the core areas of responsibility of the role?</p> <p>e.g. team management</p>	<p>What are the key activities within this core area of responsibility?</p> <p>What happens on a daily basis, weekly, monthly, quarterly, annually, ad-hoc basis</p> <p>e.g. for team management: managing workload, appraisals and career planning, performance management, recruitment</p>	<p>What are the reporting requirements, communications and critical deadlines within this core area of responsibility?</p> <p>What and when are the reporting elements for this area of responsibility? e.g. weekly team meetings, performance reporting, annual appraisals?</p> <p>What critical deadlines and ad-hoc meetings are there for this area of responsibility?</p> <p>How is this area of responsibility / activity measured? What are you accountable for?</p>	<p>Who are the key stakeholders for this area of responsibility?</p> <p>What is the expected level of communication?</p> <p>What is the expected level of responsiveness to each key stakeholder?</p> <p>What and when are the regular / fixed meetings for this area of responsibility?</p>	<p>What can happen unexpectedly?</p> <p>What is the expected level of responsiveness required?</p> <p>Can you foresee any issues that your key stakeholders may present if you propose a job share arrangement?</p>



# EVALUATING YOUR SUITABILITY FOR JOB SHARING

## KEY BEHAVIOURS

Capability Jane's research found that it is the individual job sharers, not the job sharedesign that is the most important factor in determining the success of the job share partnership. Job sharing does not suit everyone and it is definitely not an easy option. Our research found that there were certain behaviours and characteristics that were found frequently in the successful high-performing job share partnerships:

1. Flexibility, adaptability and willing attitude
2. High level of job motivation / proactive / always takes the initiative
3. Self-assured and self-aware
4. Organised, strong project management skills, good eye for detail
5. Well-disciplined/ ability to focus
6. Drive for results, high achievement and continuous improvement focused
7. Collaborative working style, strong team player; a solver, not a blamer
8. Good communicator / strong interpersonal skills and conflict resolution capability
9. Strong decision making and sound judgement
10. Takes full ownership and responsibility
11. Trustworthy and trusting

## UNDERSTANDING THE PROS AND CONS OF JOB SHARING

### PROS:

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

For the job sharers who responded to our survey, the main benefit was gaining more time to balance the different dimensions of life without giving up a stimulating career.

●● “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. For the organisation – it got the benefit of two people in a big job from two people who they hung on to who might have gone elsewhere.”

#### JOB SATISFACTION AND CONTINUITY

Several interviewees, like the one below, mentioned the added value of a job share role in terms of their own sense of engagement and job satisfaction compared to working part time.



“I felt a more cohesive part of the team when I was job sharing, than I did as a stand-alone part timer. When in the job share I didn’t have a sense of missing so much. It wasn’t only the formal team meetings - the incidental comments that happen in the week got handed over as a job sharer. You don’t know how much you don’t know.”

### **JOB SHARING PROVIDES OPPORTUNITIES FOR CAREER PROGRESSION**

Not only did the job sharers have a greater sense of commitment, they were also able to go for bigger roles further up the chain, without necessarily having to work full time. Several thought it was harder to do this as a part timer on your own.

### **THE ABILITY TO SWITCH OFF**

Unlike people in senior solo roles working part time, job sharers can also switch off most of the time on non-work days, knowing their partner was covering the role. However, it must be noted that most put in extra hours outside of work days to ensure a seamless handover. The following quotes from two of the job sharers interviewed were typical:

- “I’d rather job share so on my last day I can clap my hands and know I’m not on duty the other part of the week, rather than glancing at my blackberry all the time. You can switch off more with your job share.”
- “I feel more connected to the organisation. I am probably more tied into the company than if I worked full time. Because of the seniority of our role, people do work over and above their hours. We need to invest our personal time to make it work. I worked part time in my previous company but it was three compressed days and you are conscious that you are not providing a whole service.”

Some would also cover for each other’s holidays and even for sickness absence.

## **CONS:**

### **FLEXIBILITY AND LONG HOURS**

Opting to job share does not mean taking the foot off the gas. It is hard work. Job sharers are expected to mirror the behaviour of the organisation on their working days and most job sharers surveyed worked long hours on their ‘on’ days, organising care arrangements to enable them to do early morning starts and late nights.

Successful job sharers go the extra mile to ensure high performance and it is important that they are able to be flexible and to be available for consultation with their partner for a period of time, averaging 3 hours per week on-non working days and in some cases being flexible enough to occasionally switch days.

- “You have to be flexible. Just because you are in a job share, doesn’t mean you have to do 9-5. It should protect you a bit on the days you are not working but the days you are, you’ll be doing long hours.”
- “if I need to be on the phone for two hours on my day off, then that’s just how the role is. I would rather have that and be able to progress in the job. I think that’s the difference when you are doing a more senior job share.”

### **JOB SHARING IS NOT ALWAYS SUCCESSFUL**

Job sharing is not always successful and can be a problematic if a) the individual is not suited to this way of working, b) it is not designed and set up properly and c) it is not managed correctly. See the later section to understand the pitfalls.

### **PUSH HARDER TO OVERCOME PERCEPTIONS**

The perception is that job sharing will slow down your career path and flexibility and that personal investment is required to pursue opportunities. In our study, 71% of job sharers who applied for promotion were successful. However they all recommended persistence and finding a senior sponsor to fight your corner. 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.

## **5 QUESTIONS TO ASK YOURSELF**

1. Are you motivated by your job and career? Are you prepared to work hard to make it a success and overcome any negative perceptions?
2. Are you flexible? Can you work the hours required on your 'work' days? Are you able and happy to be at the end of the phone for your job share partner and any emergencies on your 'non work' days?
3. Are you naturally collaborative? Are you happy to share success with someone else?
4. Are you naturally organised? Do you have a focused approach to your work and getting the job done?
5. If you are currently working full time, are you prepared to take a cut in salary and benefits?

# MANAGING CLIENTS

Our research demonstrated that it is possible to work in a job share arrangement and to manage clients and/or critical internal and external stakeholder relationships. At a senior level, building and maintaining relationships is critical and most job sharers divide up the ownership of and accountability for clients, teams and stakeholders, allocating a primary point of contact.

We also saw examples of “pure” job sharing where the relationship was managed seamlessly by both job share partners. In most instances each job sharer was well briefed to be able to be the first ‘escalation point’ or point of contact when the other was absent. But in some instances, the individual job sharers chose to keep control of the relationship and gave their own time to be the main point of contact on their non-work days escalating back to their job share partner to pick up any actions.

## TOP TIPS ON MANAGING CLIENTS AND STAKEHOLDERS

1. Divide ownership of key relationships
2. Have a primary point of contact for each stakeholder
3. Clarify the arrangement upfront with the client, how it will work, how quality of services and continuity will be ensured.
4. Ensure water-tight communications. Demonstrate that there is no need for anyone to repeat anything and avoid clients feeling they have to work around the partnership
5. Be well briefed on projects and situations so either can respond
6. Keep issue and priority logs to ensure both are up to speed with the status
7. The working partner is the first escalation point, but some people are happy to be ‘on watch’ for key clients on their days off
8. The non-working partner is always available to field questions or deal with emergencies
9. Both partners take responsibility when issues arise (irrespective of who is leading)
10. Gather feedback on the arrangement from clients (positive and negative)



## MANAGING TEAMS

Our research demonstrated that it is possible to work in a job share arrangement and to manage teams and play a leadership role. 67% of the job sharers surveyed managed teams and most managed external clients and/or senior internal stakeholder relationships. At a senior level, building and maintaining relationships is critical.

- “At a leadership level you really need to be sure that you are absolutely together in your values about why you come to work, in what you look for when you are hiring and firing and what would you resign over. You have a shared bottom line. You have to be as honest with each other as you are with yourself. When you do that there is real power in it.”
- “We were responsible for 8 directors. We had one to one mapping in terms of lead responsibility for day to day line management. We were both available to talk to any of the staff who reported to us. We were both there for appointment interviews and appraisals.”

Whilst most people shared responsibility for appraisals, other solutions were adopted too. Some job sharers divided reports between them, split responsibilities or sometimes swapped around either to get a better match or to tackle a difficult situation from a fresh perspective.

- “You have to have two people with a shared vision at senior level – not leadership style but shared leadership values because while your opinion won’t be exactly the same, the vision will be coming from a shared philosophy. Even individuals will not make entirely consistent decisions over weeks or months but overall it is a similar value.”
- “Some people get on with one better than another. In discussions about performance if you have a slightly different approach or relationship with the person it can be useful to objectively discuss this. We felt that by having an on-going discussion we probably come out with a better ability to deal with tricky issues in handling someone.”

Whichever method of appraisal was chosen, our job sharing interviewees emphasised the importance of clarifying the arrangement from the beginning, managing staff expectations and allaying any concerns about how it would work for them. Provided you showed consistency, there could be real benefits.

- “It’s good for the direct reports, as long as you are consistent in how you deal with them - If you act as one person. If you have different skill sets and personalities it is helpful and good for them to have two people they can try things out on - two heads are better than one.”

## TOP TIPS ON MANAGING TEAMS

1. A number of formats worked for different partnerships: shared responsibilities (1 to 1 mapping of lead responsibility with shared appraisals), Divided reports, share and swap.
2. Dual responsibility for people management. Having one partner only focussing on people management can upset the balance of responsibility.
3. Shared leadership values and consistency of approach is essential. Both partners may have a different style of leadership but standards, expectations, targets, deadlines and work ethics needs to be aligned.
4. Divide the leadership role by strength and expertise. E.g. one partner could lead on recruitment, the other on performance management.
5. Important to clarify the arrangement from the beginning with the team, so as to manage expectations and alleviate individual concerns.
6. Watertight communications with partners is essential to avoid being 'played'.
7. A strategy for dealing with performance management needs to be agreed upfront. Playing to each other's strengths and supporting one another is essential.
8. Attend key team meetings together. Hold at least 2 full team meetings with both partners each year, ideally quarterly.
9. Loyalty and a united front as a partnership are critical. The team will identify any chinks and this could undermine the partnership.
10. Be open and honest with the team, solicit feedback and encourage observations and ways to improve the situation.

**STEP 6**

# UNDERSTANDING THE COST IMPLICATIONS ON THE BUSINESS

Although it is down to the business to evaluate the cost-benefit of a specific job share proposal, we think that it is important for the individual to understand the various components that may be considered.

## JOB SHARE COST VERSES REPLACEMENT FULL-TIME EMPLOYEE

Costs	Losing existing employee and recruiting new full time employee	Retaining employee and implementing job Share arrangement
Annual Salary	£100,000 <sup>(1)</sup>	£120,000 (3 days each) <sup>(1) (3)</sup>
Recruitment Fee (25%)	£25,000 <sup>(2)</sup>	£Zero (if recruited internally) £15,000 (if recruited externally)
Total Cost (Year 1)	£125,000	£120,000 (internal match) £135,000 (external match)
Productivity Cost	-50% decrease in year 1 <sup>(4)</sup>	+30% increase in year <sup>(3) (5)</sup>
Training Investment	<ul style="list-style-type: none"> <li>Loss of training investment (from £25,000 up to £400,000 depending on role and length of time in employment)</li> <li>Additional training and development for new employee</li> </ul>	<ul style="list-style-type: none"> <li>Retained training investment for existing employee</li> <li>Additional training and development for new employee</li> </ul>
Intangible Costs	<ul style="list-style-type: none"> <li>Loss of talent</li> <li>Loss of business know how</li> <li>Disrupted business relationships</li> <li>Negative impact on clients</li> <li>Loss of business continuity</li> <li>Possible negative impact on the team</li> </ul>	<ul style="list-style-type: none"> <li>Additional salary &amp; benefits</li> <li>Systems, desk &amp; computer</li> <li>Additional management overhead</li> <li>Additional HR effort</li> <li>Additional training and development</li> <li>Possible delays</li> </ul>
Benefits	<ul style="list-style-type: none"> <li>One person to manage</li> <li>One FTE cost (1)</li> </ul>	<ul style="list-style-type: none"> <li>Retained talent</li> <li>Retained business know-how</li> <li>Retained business relationships</li> <li>Retained client relationships</li> <li>Additional capabilities / expertise</li> <li>Business continuity</li> <li>Nominal disruption to team</li> </ul>

1 Assumes can pay same salary level

2 Assumes 25% recruitment fee is sourced externally

3 Based on two people working 3 days each

4 Research shows that up to 50% annual productivity is lost during the process of losing one employee to recruiting the next.

5 Research from shows an increase in up to 30% productivity can be gained through two people job sharing, UK's Resource Connection and the Industrial Society

## PROS AND CONS OF PAYING FOR THE HANDOVER

Contracted Hours	1 FTE (Full time equivalent employee)	1.1 FTE	1.2 FTE
Description	<ul style="list-style-type: none"> <li>• 2 people operating as 1</li> <li>• Each employee working 2.5 days, handover in employees' own time</li> </ul>	<ul style="list-style-type: none"> <li>• 2 people operating as 1</li> <li>• Each employee working 2.75 days, e.g. 2 hour handover and co-working with job share partner</li> </ul>	<ul style="list-style-type: none"> <li>• 2 people operating as 1</li> <li>• Each employee working 3 days, full day handover and co-working with job share partner</li> </ul>
Pros for business	<ul style="list-style-type: none"> <li>• 1 FTE with no break in business continuity</li> <li>• No additional headcount costs</li> </ul>	<ul style="list-style-type: none"> <li>• 1.1 FTE with no break in business continuity</li> <li>• Some handover time paid for by business</li> <li>• Some opportunity for co-working and co-attendance at meetings</li> </ul>	<ul style="list-style-type: none"> <li>• 1.2 FTE with no break in business continuity</li> <li>• Handover time (1 working day) is paid for by business</li> <li>• Opportunity for co-working and co-attendance at meetings</li> </ul>
Cons for business	<ul style="list-style-type: none"> <li>• Potential issue with communication/handover effectiveness</li> <li>• Employee not paid for handover time</li> <li>• No opportunity for co-working and co-attendance at meetings</li> </ul>	<ul style="list-style-type: none"> <li>• 10% increase in remuneration costs</li> <li>• Potential issue with communication/handover effectiveness</li> <li>• Employee not paid for handover time</li> <li>• No opportunity for co-working and co-attendance at meetings</li> </ul>	<ul style="list-style-type: none"> <li>• 20% increase in remuneration costs</li> </ul>



# SOURCING AND MATCHING A JOB SHARE PARTNER

## FINDING A JOB SHARE PARTNER

Our research findings dispelled a common myth that job sharers needed to know each other before becoming job share partners. Of the people we surveyed, half did not know their partner beforehand, clearly demonstrating that job shares can be successful even if the partnerships have not worked together before.

More often than not, job sharing is discounted by individuals wanting to reduce their hours because they do not know a potential compatible partner within their organisation.

Whilst the majority of our surveyed job shares came about as a result of networking within the employees' existing organisation, a quarter of partners were sourced from outside. This dispels yet another myth and demonstrates that job share partnerships can be both found and be successful even if one or both come from outside the organisation.

A recent survey carried out by Capability Jane of 6000 senior professional women seeking flexible career opportunities found that over 60% were interested in job sharing opportunities. At Capability Jane, we believe that finding a suitable partner must not be a barrier for you no matter what your specialism, your job share partner will be out there!

## TOP TIPS ON FINDING A JOB SHARE PARTNER

1. Network within your organisation
2. Look beyond people in similar roles to those with compatible capabilities and expertise
3. Network outside your organisation (clients, business partners, past colleagues, networking groups)
4. Use an external specialist consultancy

**If you can't locate someone internally or through your networks then we can help you find a selection of potential partners.**

**Contact us by email [jobsharing@capabilityjane.com](mailto:jobsharing@capabilityjane.com) or call 0845 6041916.**



## TOP 5 MATCHING CRITERIA

However you source your partner it is essential that you ensure the right fit before embarking on the partnership. There will always be a compatible partner out there somewhere so you do not (and should not) need to be forced into partnering with the first available option if they are not a truly compatible match. Our experience and research shows that if due diligence has *not* been done upfront to ensure that partners are a suitable and compatible match then it is *unlikely* to be a success.

Findings clearly show that a job share arrangement does not need to have people with exactly the same skill sets and technical experience. In fact it can be more beneficial when there are complementary sets of skills.

Our research showed that the most successful partnerships were those where both job share partners had shared values, career ambitions and were evenly matched in terms of capability. The top 5 job share partner matching criteria are:

1. The individual does not have to be an exact match
2. Complementary capabilities and expertise
3. Equivalent level of seniority / capability / expertise
4. Shared short-term career aspirations and motivations
5. Personal chemistry and similar values

Where job share partners had been recruited from outside the organisation, people emphasised the importance of making sure potential job sharers got to know each other during, or ideally before the interview to make sure that they shared similar values and were equally matched.



# PRESENTING A BUSINESS CASE FOR JOB SHARING

Research shows that job share applications are more likely to be positively considered when there is a clear business case with a robust solution. This document is a tool to help you build a business case and provide practical suggestions to consider and convey how the logistics of the job share partnership will work.

## TOP 10 TIPS FOR PRESENTING A BUSINESS CASE

1. Demonstrate consideration and understanding of the role and its suitability for job sharing
2. Explain the logistics of how it will work and address any practical concerns of two people doing the role
3. Explain how internal/external clients and team(s) will be divided/managed and communicated to
4. Explain how handover and communications will work (between partners)
5. Explain how deadlines will be met and burning issues addressed
6. Identify any areas that may be perceived to be negatively impacted by the arrangement and propose a solution
7. Propose ideas on how to source a potential partner (if not presenting with partner) or demonstrate compatibility of partnership (if presenting together)
8. Suggest a pilot if met with resistance
9. Identify efficiencies and added value with new way of working
10. Where possible, find examples of where it has been done before in similar roles (internally or externally. For case studies see: [www.thejobshareproject.com](http://www.thejobshareproject.com))

## ADDRESS MANAGERS FEARS HEAD ON

When you present your business case for job sharing It is important that you understand the fears your management may have with this new way of working and address these head on. Here are the top 5 concerns we found managers often have:

1. Additional management over-head
2. Lack of ownership and accountability
3. Impact on clients, stakeholders and team members
4. Fear of being stuck with a non-performing job share / how to manage differences in performance
5. Organisational re-structuring / change

## DEMONSTRATING ROLE FEASIBILITY FOR JOB SHARING

As explained in Step 2, our research shows that managers were much more likely to positively consider an application to job share when the individual(s) could demonstrate consideration and understanding of the role and its suitability for job sharing.

Based on your understanding of your role (as shown in Step 2), the table below provides a format to present your understanding of the role and the possibilities of how it can be worked on a job sharing arrangement.

<b>Core Responsibilities of Role</b>	What are the core areas of responsibility of the role? e.g. team management
<b>Key Activities</b>	What are the key activities within this core area of responsibility? e.g. for team management: managing workload, appraisals and career planning, performance management, recruitment How will you deal with new projects as they come in? Are there strategy and planning elements to the role? If so how will these be shared and managed?
<b>Divided / Shared</b>	Explain how it could work and address any concerns head on What could be divided? What could be shared? Can you divide the role and play to your strengths and expertise? How will you guarantee full responsibility for the role?
<b>Outputs, Reporting, Critical Deadlines &amp; KPIs</b>	What are the reporting requirements, communications and critical deadlines? How will these be managed / divided / shared?  How is this area of responsibility / activity measured? How do you propose dividing / managing this? What will be shared, what will be individual? How will this be measured and accounted for?
<b>Meetings, Communications &amp; Key Stakeholders</b>	Who are the key stakeholders? What is the expected level of responsiveness to each key stakeholder? How will these be divided / managed? What are the regular / fixed / ad-hoc meetings for this area of responsibility? How will these be managed?
<b>Handover Considerations</b>	How do you propose managing the handover for this area of responsibility? How much time would be needed to hand over the activities? How complex is the handover? What is critical to success? How will you ensure success?
<b>Non Work Day Considerations</b>	What potential deadlines are there? What unexpected incidences could occur? What is the expected level of responsiveness? How will this be managed?



# SETTING UP THE JOB SHARE

## JOB SHARE PARTNERSHIP AGREEMENT

Establishing clear objectives and parameters for the job share partnership is a critical component to its success. Many partnerships formed a job share agreement on commencement of the working arrangement that included:

1. Job description, roles and responsibilities
2. Reporting and communications between partnership and externally to stakeholders
3. What is shared, who leads what, how to divide projects, accountabilities, budgets and targets
4. Conflict resolution between partners and external stakeholders (teams, line, other)
5. Managing a team, management and key stakeholders
6. How sick leave and vacation time is managed
7. Managing work and home / expectations
8. Duration of and exiting from the partnership
9. Reviewing and assessing the partnership
10. Career planning and individual performance



STEP 10

## MAKING IT WORK

Job sharing will be most successful when there is mutual trust and each partner appreciates the other's strengths and weaknesses, and complements these as much as possible.

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.

Successful job sharers take full responsibility to ensure everything is seamless, and to ensure that the people they interact with don't have to repeat themselves. Our research found that high performing job sharers will both put in extra (unpaid) hours to ensure a smooth handover and are always available for each other on 'non work' days.

### GUIDING PRINCIPLES FOR EFFECTIVE INTER-PARTNER COMMUNICATIONS

1. Everything is seamless, no need for anyone to repeat anything
2. Water tight communications to avoid 'being played' by team, clients or stakeholders
3. Put in extra (unpaid) hours to ensure a smooth handover
4. Always available for each other on 'non work' days
5. Take full responsibility for communications - leave nothing to the team/clients/ stakeholder to repeat
6. Well briefed on individual projects to be able to pick up or accept that they may occasionally need to speak with their line manager/team outside of office hours
7. Meet face to face at least every 2 weeks
8. Address any problems or concerns immediately

### EXAMPLE PRACTICES IN HANDOVER AND COMMUNICATIONS

1. A regular overlap where both parties are working together in the office is recommended. The most frequent over-lap period is 7-8 hours (a full working day) where the partnership optimise this day by working together and scheduling key meetings.
2. If an overlap day is not possible every week, then a face to face overlap at least every 2 weeks is essential.
3. Partnerships always communicate outside their working hours, with the majority committing up to 3 hours to their job share partnership outside their non-work days.
4. For some formal handover is done by phone or email. Most write an email summary and will have a night-before-call to debrief and re-prioritise tasks. Some use a Dictaphone to keep things confidential.
5. Some partnerships have found that copying line management in on handover notes can be very beneficial and ensures the line is well briefed.
6. Rely on your partner to absorb, consolidate and communicate any internal communications and/or corporate updates.

### EXAMPLE TOOLS FOR MANAGING WORK:

1. Use a shared task list to manage priorities
2. Keep issue logs and regularly update system reports for clients so the partner can easily pick up outstanding issues
3. Write notes after every meeting and key calls with decisions and actions identified
4. Have a shared email or have a separate email but check each other's

### MANAGING YOUR CAREER

Developing your career whilst job sharing requires motivation and determination. The practicalities of taking up training and development opportunities are much harder. The reality is that for job sharers to pursue these opportunities, flexibility and personal investment will be required. Developing your career as a job sharer can be a challenge. However it's important to note that it is a role share not a career share – each job sharer is an independent individual with individual aspirations.

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.

In order to manage expectations and differences in career aspirations and abilities, job shares should be set up based on an agreement and a timeframe (see step 9). This agreement should be reviewed regularly, both to ensure that the partnership is working effectively, and to monitor differences in career aspirations and abilities that may indicate that it is time to bring it to a close.

### WHAT CAN GO WRONG?

If not set up or managed properly, job sharing can and does, go wrong. When it does it can be problematic. A negative experience of job sharing can put both managers and potential job sharers off giving it another go. Unfortunately, negative impressions of job sharing have a habit of proliferating around an organisation, and can affect the prospects of future job sharers so make sure that you invest up front in the evaluation and preparation of a job share arrangement. Many of these problems are avoidable if the job share is set up correctly, and if the individuals and managers concerned have the right expectations and attitudes.

#### THE MAIN CONTRIBUTING FACTORS TO JOB SHARE FAILURE WE HAVE IDENTIFIED ARE:

1. Poor communications and handover practices between job sharers
2. Competitiveness and lack of trust getting in the way of co-operation
3. Individuals lacking accountability and flexibility
4. Partnership based around the needs of the individual rather than the needs of the role
5. Management attitude
6. Job sharing was imposed, not chosen
7. Mismatch in capabilities and motivation
8. Cosy arrangement, i.e. no set time frame for review, no progression

## **8 HABITS OF HIGH PERFORMING JOB SHARE PARTNERSHIPS:**

1. Proactive, committed high achievers
2. Divide the role to play to each other's strengths
3. Take full ownership and responsibility for success
4. Collaborative, trusting, trustworthy, open and honest
5. Shared vision and values, with complimentary leadership style
6. Go the extra mile to ensure efficient handover
7. Recognise the need for flexibility
8. Clear agreement and regular reviews

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**CAPABILITYJANE**  
THE NEW WORLD OF WORK

T: 0845 604 1916

E: [jobsharing@  
capabilityjane.com](mailto:jobsharing@capabilityjane.com)

[www.capabilityjane.com](http://www.capabilityjane.com)