

Job Share Policy

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**Job Share Policy
Version Control Sheet**

Version	Section/Para /Appendix	Version/Description of Amendments	Date	Author/Amended by
1		To be archived	February 2007	Sheila Manning
2	Whole document Section 2 Definition Flow chart	Re-templated in accordance with Policy for Policies. Highlighted difference between a Job share and a part-time post. Box moved to end of process. "Job-sharers decide how to share duties and working arrangements e.g. How to split hours, overlap period, absence cover etc"	May 2009	SM/Claire Chapman
2.1	Whole document	Policy realigned following implementation of Transforming Community Services Agenda & new legal entity	21 March 2011	Rachael Ellis-Ingamells
3	Whole Document	Formatting header and footer And Equality & Diversity statement added	August 2014	Lenore Couchman
4	Whole Document	Updated footer details. Updated Policy statement and names of policies throughout. Updated section 5 recruitment process in terms of requirement for approval to recruit to vacancy.	May 2016	Lyndsey Clapham
5				

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Chair: Elaine Baylis QPM
Chief Executive: Andrew Morgan

**Job Share Policy
Policy Statement**

Background	<p>Job Sharing is an arrangement whereby two or more people share the responsibility for one post and the financial remuneration and benefits are divided between them according to the amount of time they each work.</p> <p>Lincolnshire Community Health Services NHS Trust as part of its commitment towards flexible working and the diversity of the workforce encourages managers to consider the flexible working opportunities that can be offered through formal job share arrangements</p>
Statement	<p>Job Sharing is recognised as a way to increase the range of employment and career opportunities for people not wanting to undertake full-time employment. It assists in the recruitment and retention of skilled and experienced staff, without separating the duties of a post that would otherwise be undertaken as a whole. Other potential benefits include greater flexibility as the hours can be split to suit the needs of the service, for example, both could work during peak times, continuity of cover in the absence of one post holder in that at least half of the work is still covered during leave e.g. annual leave, sickness. In addition, should one half of the job share partnership resign the remaining person can maintain a minimum service pending the appointment of a replacement.</p> <p>Job Sharers will be given equal consideration with full-time staff, for training, career development and promotion, and equal access to In-Service Training regardless of how the hours are split between the partners.</p>
Responsibilities	<p>The job share agreement should be made between the job sharers and the manager in writing to include the split of hours, annual leave entitlements and constraints, details of supervision, appraisals and personal development plans (PDPs), allocation of duties and distribution of work and responsibilities. Job Sharers are individually accountable to their manager for their own attendance and the performance of their duties; performance appraisal.</p>
Training	<p>The HR department can provide guidance and support in the application of policies and procedures. All employees are responsible for familiarising themselves with the organisations policies.</p>
Resource Implication	<p>There are resource implications in appointing more than one person in the form of employer overheads and training time, however this provide Lincolnshire Community Health Services NHS Trust with the opportunity to further develop two or more prospective full time workers for the future.</p>

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Equality & Diversity Statement

This policy aims to meet the requirements of the Equality Act 2010 and ensure that no employee or patient receives less favourable treatment on the grounds of gender, sexual orientation, transgender, civil partnership/marital status, appearance, race, nationality, ethnic or national origins, religion/belief or no religion/belief, disability, age, carer, pregnancy or maternity, social status or trade union membership

1. Introduction

Lincolnshire Community Health Services NHS Trust as part of its commitment towards flexible working and the diversity of the workforce encourages managers to consider the flexible working opportunities that can be offered through formal job share arrangements.

Inherent within all of its practices the Organisation is committed to the principles of diversity, equality of treatment and equality of opportunity and believes that direct or indirect discrimination against any person is unacceptable.

This policy aims to ensure that no employee receives less favourable treatment on the grounds of gender, sexual orientation, civil partnership/marital status, colour, race, nationality, ethnic or national origins, creed, religion/belief, disability, age or trade union membership, or is disadvantaged by conditions or requirements which are not justified by the job.

2. Definition

Job Sharing is an arrangement whereby normally two or possibly more people share the responsibility for one post and the financial remuneration and benefits are divided between them according to the amount of time they each work in the role. It is important to note that there is a difference between part time working and job sharing and that a variety of arrangements are possible dependent upon the way in which the job sharers may wish to organise their work. Fundamentally this is the difference between job sharing and part-time workers. For part-time workers the manager will make the decisions with individuals about rostering, patterns of work and tasks that individuals will undertake. In a job-share the manager will agree with all parties in the job share (usually 2 people) the expectations and extent of the role but the job sharers will decide how they are going to achieve this between them.

The banding of a job share post will relate to all sharers employed within it. Any review of the banding of a post will consider the combined duties of the whole post and not the duties of an individual employed in part of the post.

3. Aim

Job Sharing is recognised as a way to increase the range of employment and career opportunities for people not wanting to undertake full-time employment. It assists in the recruitment and retention of skilled and experienced staff, without separating the duties of a post that would otherwise be undertaken as a whole. Other potential benefits

include greater flexibility as the hours can be split to suit the needs of the service, for example, both could work during peak times, continuity of cover in the absence of one post holder in that at least half of the work is still covered during leave e.g. annual leave, sickness. In addition, should one half of the job share partnership resign the remaining person can maintain a minimum service pending the appointment of a replacement.

By employing two or more people to carry out the duties and responsibilities of one post, the service is able to take advantage of the experience, knowledge and skills of each individual.

The majority of posts can, in principle, be considered as suitable for job sharing; each post should be considered individually, and not automatically discounted by reason of function, grade or AfC band.

Job share opportunities should be available, on an equal basis, to existing employees as well as external applicants.

4. General Conditions

4.1 The agreement

The job share agreement should be made between the job sharers and the manager in writing to include the split of hours, annual leave entitlements and constraints, details of supervision, appraisals and personal development plans (PDPs), allocation of duties and distribution of work and responsibilities.

Agreements should also be reached on how each member of the job share can effectively communicate with the others - this may include:-

- The need for and length of any handover period
- The maintenance of a job sharers log
- Other communication vehicles such as e-mail, phone calls, recorded messages, message boards, file notes, common diary etc

Job Sharers are individually accountable to their manager for their own attendance, the performance of their duties and performance appraisal.

Job Sharers will be given equal consideration with full-time staff, for training, career development and promotion, and equal access to In-Service Training regardless of how the hours are split between the partners.

Amendments to the agreed working arrangements, whether temporary or permanent, shall only be made after consultation with both job share partners.

On appointment, job share partners will each be given an individual contract setting out in detail the conditions of the particular job share arrangement.

4.2 Post Details, Salary and Allowances

The job title will be that of the post with the endorsement 'Job Share'.

Commencing salary and incremental date (where applicable) will be determined on an individual basis and therefore partners may commence on different scale points within the same band, depending on previous service. All entitlements associated with length of service will be calculated on an individual basis and applied pro rata.

Incremental progression will be on an individual basis within the band of the post and in line with the Your Performance Matters Appraisal Policy.

The salary pro-rata to the full-time post will be calculated for each partner according to hours worked.

Payment for weekend, shift working, unsocial hours etc. (where required), will be based on the individual employee's pattern of work in accordance with Agenda for Change or the relevant Terms and Conditions of Employment for Medical, Dental and Very Senior Managers. Unsocial hours or on-call, if applicable, will be calculated as though the post was occupied on a full time basis and will be divided between the job share partners pro-rata to the actual hours worked.

4.3 Hours

It is recommended that the division of hours should not be significantly different, although it is not necessary for the division to be equal; and the total hours should not exceed those of the full-time post.

Job share hours may be split in a number of ways: by working one week on, one week off, a divided week, morning /afternoon split or such alternatives as flexibly agreed by the job sharers and supported by their manager.

The agreed working arrangements may need to allow for a regular overlap period, which will be part of the established pattern of work.

4.4 Annual Leave and Statutory/Public Holidays

Annual leave and Statutory Public Holidays will be taken in accordance with relevant terms and conditions as outlined in the Annual Leave Policy.

Sharers will not be expected to cover each other for annual leave or sick leave, although such an arrangement may be made, if mutually agreed, between the Job Sharers and their manager/budget holder. Sharers will be expected to ensure that, under normal circumstances, annual leave is taken at different times.

4.5 Removal/Travelling Expenses

Job Sharers will qualify for relocation/travelling expenses in the same way as other post holders in line with current policy. Eligibility for lease cars will be determined by each individual's private/work related mileage.

5. Recruitment Process

(See Appendix 1 – Flow Chart)

A vacancy for a job-share may be created when:-

- a) A new post is established and designated as suitable for job sharing
- b) An existing job holder leaves and the post becomes vacant
- c) A partner in an existing job-share post leaves
- d) An existing job holder wishes to reduce their hours

a), b) and c) the following process will apply:-

- If approved, the post will be advertised as a vacancy suitable for job sharing candidates or to match an existing job share partner
- All candidates will receive full details of the vacancy including proposed working patterns
- Prospective job sharers will be given the opportunity to meet as soon as possible.
- In addition to an initial individual interview candidates who meet the specification may be interviewed together to be able to ascertain their level of compatibility and level of understanding of their joint role.

Where an existing job sharing employee loses a partner the manager should consider if there is a requirement to recruit to this vacancy and if so commence the vacancy approval process as soon as possible. If the recruitment is unsuccessful the manager may wish to consider alternative options available to them. Advice may be obtained from the appropriate HR Advisor or Workforce Services department.

In the event of one Job Share Partner leaving or taking extended leave e.g. maternity/adoption/sickness or career break, the Manager will review the post and, if there is still a need for the vacant hours to be filled, will consider the following options:

- a) Offer additional hours or a different pattern of working to the remaining Job Sharer, in accordance with their preferences.
- b) Advertise the post as a Job Share vacancy.
- c) Advertise the post as a Job Share secondment opportunity.

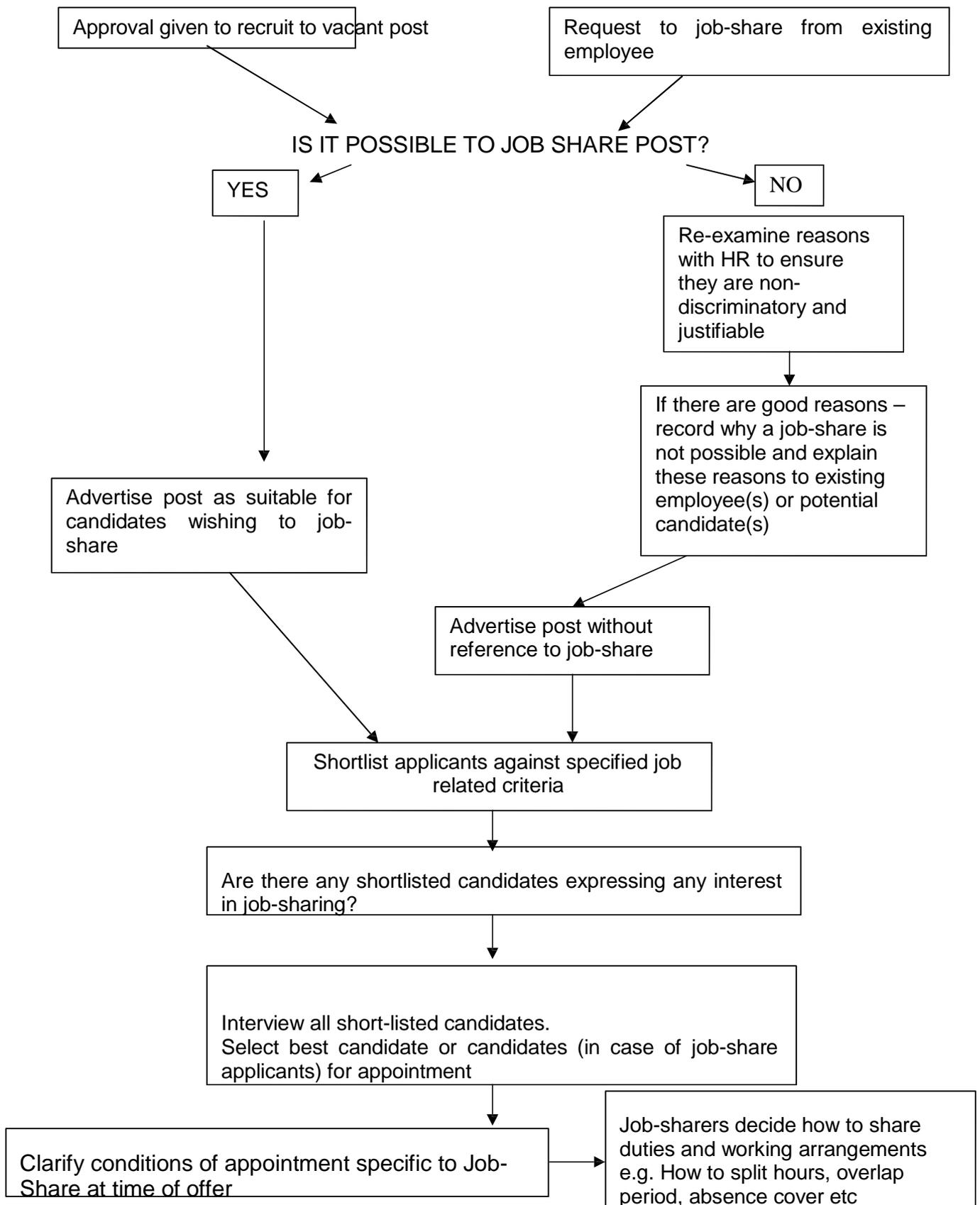
If neither of the above options are successful, the manager can split the post into two part-time jobs. The remaining Job Share partner would transfer into one of these, and the other would be advertised.

6. Appeals against the Application of the Job Share Policy

Any grievance or dispute relating to the interpretation and application of this Scheme should be raised through the Grievances (Individual and Collective) Policy.

Appendix 1

Job – Sharing Flow Chart



Monitoring Template

Minimum requirement to be monitored	Process for monitoring e.g. audit	Responsible individuals/ group/ committee	Frequency of monitoring/audit	Responsible individuals/ group/ committee (multidisciplinary) for review of results	Responsible individuals/ group/ committee for development of action plan	Responsible individuals/ group/ committee for monitoring of action plan
Equitable application of policy monitoring number of grievances raised.	ER spreadsheet	Workforce and Transformation Board Assurance Group	Quarterly	Operational Managers/ HR	Operational Managers/ HR	Workforce and Transformation Board Assurance Group

Equality Analysis

<p>Name of Policy/Procedure/Function* Job Share Policy</p> <p>Equality Analysis Carried out by: Clare Nock Date:04/07/2016 Equality & Human rights Lead: Rachel Higgins</p> <p>Director\General Manager: Maz Fosh</p>

***In this template the term policy\service is used as shorthand for what needs to be analysed. Policy\Service needs to be understood broadly to embrace the full range of policies, practices, activities and decisions: essentially everything we do, whether it is formally written down or whether it is informal custom and practice. This includes existing policies and any new policies under development.**

Section 1 – to be completed for all policies

A.	Briefly give an outline of the key objectives of the policy; what it's intended outcome is and who the intended beneficiaries are expected to be	Lincolnshire Community Health Services NHS Trust as part of its commitment towards flexible working and the diversity of the workforce encourages managers to consider the flexible working opportunities that can be offered through formal job share arrangements. Inherent within all of its practices the Organisation is committed to the principles of diversity, equality of treatment and equality of opportunity and believes that direct or indirect discrimination against any person is unacceptable.
B.	Does the policy have an impact on patients, carers or staff, or the wider community that we have links with? Please give details	No
C.	Is there is any evidence that the policy\service relates to an area with known inequalities? Please give details	No
D.	Will/Does the implementation of the policy\service result in different impacts for protected characteristics?	

	Yes	No	
Disability		x	
Sexual Orientation		x	
Sex		x	
Gender Reassignment		x	
Race		x	
Marriage/Civil Partnership		x	
Maternity/Pregnancy		x	
Age		x	
Religion or Belief		x	
Carers		x	
If you have answered 'Yes' to any of the questions then you are required to carry out a full Equality Analysis which should be approved by the Equality and Human Rights Lead – please go to section 2			
The above named policy has been considered and does not require a full equality analysis			
Equality Analysis Carried out by:	Clare Nock		
Date: 04-07-2016	June 2016		