

Job Share Guide

Employees

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This guide is for employees who are interested in learning more about job share and what it is, perhaps meeting a potential job share partner and getting a job share started, and learning about some of the typical challenges. We've divided them up into factsheets, so you can draw from the ones most relevant to you, as you need them.

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What is job share and how does it work?

Job share is a full-time role that has been divided into multiple job roles.

It's typically undertaken by two or more employees who receive their pay and leave entitlements on a pro rata basis for the part of the role they each complete¹.

From the organisation's perspective, job share is a full-time role completed by two or more employees. From your perspective, it is a part-time role. Job share roles can be designed in different ways depending on the role's requirements, and the needs of the business.

For the purposes of salary and leave entitlements, job share contracts are treated as two individual permanent part time or fixed-term contracts. Depending on the objective of the job share arrangement, its duration can vary. It is generally best if each assignment is at least 12 months' duration, to provide stability for all concerned, but it can still be used successfully for less time, depending on the context.

All public sector employees can express an interest in becoming involved in a job share arrangement. It might be possible to share any role within your agency, however it's important to identify if the role would work better as a job share or a job split arrangement. Even client-facing roles have proven to work very well, as long as the job share partners are organised and communicate about their work. Clients have to be aware of the arrangement and encouraged to communicate any feedback.

Job sharing is not limited to a single position or full-time role. It is even possible to share two positions concurrently as part of two separate job partners.

Job share arrangements are truly flexible and can accommodate short-term and long-term projects, provide professional development opportunities, and allow experienced employees to mentor another employee.

¹ WGEA, 'Employee Flexibility Toolkit', 2014

What is job share and how does it work?

There are many options available. Read through the list below to identify if job share is the right solution for you.



Job share – Twin model

Two employees sharing a role and accountabilities.

- A reduced salary (generally equivalent to 2.5-3 days a week)
- You need to find the right partner
- You must build high-level organisation and trust with another individual
- You need to create a plan and communicate the arrangement with your team
- You may need to share technology like email addresses, etc.
- Align your days of work with your job share partner to ensure full-week coverage
- You can apply for full-time roles with your partner
- You can enjoy true part-time work and there is still continuity during your non-work days
- You enjoy increased productivity in your role, collaborating with your partner



Job split – Island model

Two employees splitting a role and being responsible for different parts of the role (equivalent to two part-time roles).

- A reduced salary (generally equivalent to 2.5-3 days a week)
- You need to find the right partner
- You will need to clearly split the tasks and design two part-time roles
- You need to create a sharing plan and communicate the arrangement with your team

Part-time

Employee working less than 35/38 hours per week.

- A reduced salary
- There may be more flexibility in days available to work, helping you balance other commitments
- You may need to redesign your role to ensure that your workload is part-time

Compressed full time hours

Working the standard full-time hours per week over less than 5 days.

- There is no reduction in salary or tasks
- You need to align and communicate your schedule with your team
- Minimal redesign of role is required

Flexible start and finish times

Working different start and finish times than a regular schedule.

- No reduction in salary or tasks
- You need to align and communicate your schedule with your team
- Minimal redesign of role is required

Telecommuting or remote working

Working from different locations.

- No reduction in salary or tasks
- Helps save time in commuting
- Need to communicate and visit office to reduce isolation.

What is job share and how does it work?

The benefits of job share for employees:

- 1 Well-being**

Job share partners report lower stress and fatigue, enjoy working genuinely part-time, and sharing the responsibility load with a job share partner.
- 2 Satisfaction**

Job sharers report that working in a partnership, combining strengths and achieving outcomes together is highly satisfying. Across the NSW government sector, job sharers have the highest employee engagement with their organisation of all users of flexible working, and significantly higher than the sector's average engagement score².
- 3 Access to high quality part-time work**

Many employees who switch to part-time report their career opportunities and options for mobility, progression and choice of roles are constrained, particularly as they become more senior. Job sharing means that a role does not need to be part-time for a job share pair to be able to apply for it, it just needs to be able to be shared.
- 4 Anyone can use it**

No matter what your life circumstances, job share can offer a solution if you need part time work, whether for caring, health, entrepreneurial or any other reasons.



² 2018 People Matter Employee Survey. Job sharers reported 70% engagement score with their organisation, compared to 67% employees working flexibly, and 65% for the sector overall.

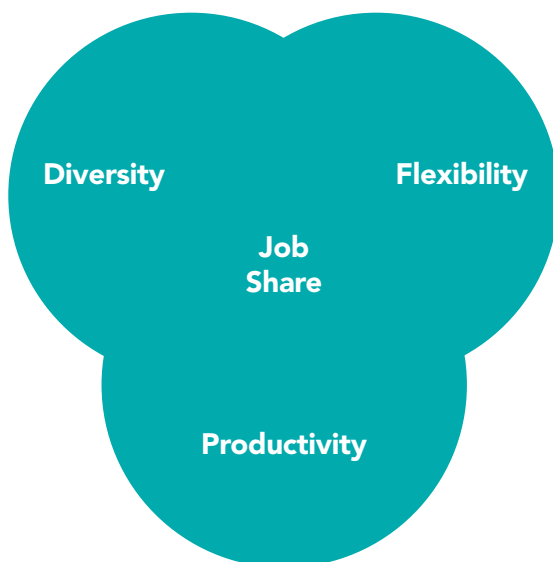
Job share makes good business sense

A job share arrangement is also good for managers and your agency.

We've outlined these benefits below – they may help you convince your supervisor or executive leader to approve your job share request if they are new to the concept of job share.

The benefits for the business:

Job share benefits an organisation's diversity, flexibility and productivity:



a) Diversity

- Job share can help your organisation to achieve its diversity goals. Using it can attract talented but under-represented candidates currently unable to find part-time leadership roles, or other roles due to the travel time required or personal commitments.
- If your agency is operating in a competitive labour market, sourcing strategies that include job share can help your agency to attract applications from demographic groups currently applying at significantly lower rates — it expands your potential talent pool.
- It can also form a valuable part of your organisation's retention strategy, as job share can pave a career path for employees who currently cannot progress because their caring responsibilities, medical conditions, or community commitments make part-time their only option. This in turn can enrich your agency's talent pipeline.

b) Flexibility

- Job share can provide true flexibility to both job sharers without compromising business outcomes. It can ensure total coverage in a full-time role.
- This in turn provides flexibility for job sharers in senior or demanding roles that could not otherwise be achieved in reduced hours. It makes these roles sustainable.
- It can provide an excellent pathway to offer flexibility to employees returning from extended leave – whether parental or illness, without compromising the coverage in the role.

c) Productivity

- Job sharers are more productive, with optimal matches increasing productivity by up to 30% in some research³.
- Job share can be used to retain older workers as they transition to retirement, one of the most commonly cited reasons for requesting a job share arrangement. When matched with a younger worker, job share can be used for succession planning, and role re-structure used to build skills in both employees.
- Managers of job share typically report the work produced is of consistently higher quality, thanks to complementary skills, experience and problem-solving.

³ See [BHP case study](#) on PSC flexible working website for more details on the productivity, safety and production accuracy forecasting data achieved through flexible rostering, including job sharing roster lines in mining workforces. Also Job Share Project Research UK 2011 303 respondents.

What are some misgivings about job share?

There are a number of misgivings about job share that can mean managers are hesitant to consider or approve it.

Almost all can either be resolved or avoided entirely with some planning. In this factsheet, we've collected some of the most commonly expressed and provided suggested responses to help you proactively address them if you encounter them.

Challenges	How to resolve them
It costs extra because it needs 1.2 FTE	1.2 FTE isn't always a necessity, although is a good idea in a twin arrangement, especially at executive level. However, it is well known that the increase of productivity (double the brain and stamina, double the connections) generally far outweighs the additional 0.2 cost. Research found a typical productivity boost of 30%.
Our clients only want to deal with one person	Contrary to this common perception, job share can be highly effective in client-facing roles, because it allows 5-day coverage, holiday coverage and gives access to two resources instead of one. It just needs to be communicated well to clients. Provide the DPC case study as an example of managing complex stakeholders successfully.
This role requires travel	Job share can help soften the burden of travel by splitting it between two employees. Some roles can even be shared by employees in two different locations. This can cut travel costs and create strong local relationships in both locations.
Our stakeholder interaction is complex	Relationships and interactions with key stakeholders need to be mapped out carefully at the beginning of a job share arrangement via a workplan. Job sharers could meet most important stakeholders together, and split others depending on working days. Provide the DPC case study as an example of managing complex stakeholders successfully.
Decision making around here is fast-paced	Trust is one of the most important attributes of a successful job share pair, and whoever is in that day, makes the decision. It is also critical that the other partner support the decision made, even if they may have done it differently, and handle discussions privately. Provide the Industry case study as an example of how job sharers can successfully trust each other's decisions.
This role requires overtime	Overtime is common in senior job share roles. Monitoring the amount of overtime, and allocating even tasks/days needs to be managed by the partners. Noting how the work ebbs and flows, especially on certain days, can help.
This role has direct reports	<p>Direct reports can be handled by evenly splitting by numbers if there is a high number, splitting by task, or handled together, divided by days in office.</p> <p>Performance reviews can be handled individually or together partners can take turns. HR systems will need consideration, as payroll systems may need dividing as well. Provide the DPI case study as an example of managing a team as a job share partnership.</p>
Pay and entitlements	Pay and employee entitlements are calculated on a pro rata basis, and subject to the relevant awards.

What does it take to job share successfully?

Job share is not for everyone

In fact, it requires specific personal attributes to succeed. Based on our research, and case studies with successful pairs, five common themes emerge:

Trust

The ability to share responsibility and accountability for your work with another person, to share the praise and be able to negotiate a shared plan for how the work will be done. You also need to be able to trust your partner to make the decisions when it's not your day.

Commitment

You need to be committed to the arrangement, to your role, and to making it work.

Team player

You will need the ability to work as a team, contain your ego and not compete with each other, appreciating the whole as more than the sum of its parts.

Organised

You will need great attention to detail and be able to organise a clear hand over process for any shared work in progress, whatever format you agree on.

Respect

Even if you disagree with a partner's decision, you can agree to keep a united front to avoid destabilising the team around you. You can commit to checking with your partner before any major decisions are made or if any other stakeholder's requests could undermine the job share arrangement.

"Absolutely operate as the one person. You never contradict each other to anyone. Any disagreement or difference of opinion is behind closed doors within the job share. To make that work you've got to have absolute trust in the other person and you need to work at it to get that trust."

Liz Moore



Gabi Carrigan and Caroline Reed

"Be transparent, and own up to any mistakes you've made, or when something did not go well. There's no hiding. On the flip side, you have a complete partnership and built-in coach to learn from."

How to explore a job share arrangement

1 Reflect on the suitability of a job share arrangement

- Assess if job share is the right flexible working option for your needs.
- Determine whether a short-term or long-term arrangement is necessary.
- Consider if you would like to job share in your existing role or if you'd like to apply for an advertised position as a job share arrangement.
- If you would like to job share in your existing role, discuss the arrangement with your manager.
- If you would like to job share in an advertised role, apply for the role. If you know of a suitable job share partner in your network encourage them to apply too (see Factsheet 7 for more information).
- Or, assess if your existing role can be done effectively in a job share arrangement. Think about:
 - how the work may be arranged differently
 - how outcomes might be achieved in different ways
 - how stakeholder expectations might be handled
 - what capabilities are required by the job sharers and if there are any gaps; and
 - potential risks that might challenge its success.

2 Engage your manager (if you want to share in a current role)

Job sharing will require you, your manager and your team to work differently. It is important you garner the support of your manager before requesting a job share arrangement. Here are some discussion points:

- Consider the effect your job share arrangement could have on your team and your manager.
- Take into consideration the impact this may have on your team delivering its objectives. Have you consulted with your team on how it could work?
- Consider what your manager might be most concerned about in agreeing to a job share arrangement.
- Identify how you will ensure that your job share arrangement will not have a negative impact on you or your team delivering outcomes.
- Are there any agency and team parameters that need to be maintained or improved upon as a result of the job share arrangement?
- Are there any cost implications or potential risks to troubleshoot?

These are also useful considerations if you're applying with a job share partner for a new role, should you be successful.

How to explore a job share arrangement

3 Find a job share partner

You can use the following methods to find a job share partner:

- **Your agency:** be on the lookout for a suitable co-worker or someone working temporarily in your agency who might want to job share with you. You could even ask HR if they know of anyone perhaps working part-time in a similar area.
- **Employment agencies:** If there are nearby agencies that specialise in your field, you may want to let them know about your situation. Emphasising the reduced hours involved in a job share arrangement may be an advantage to find the right person.
- **Professional and personal networks:** use your professional association, your LinkedIn, Twitter or other social media networks, colleagues from previous jobs, or any other connections to express your desire to find a job share partner.



Take the time to discuss any similarities and differences and summarise what will make you a strong partnership but also what challenges could arise. You could even use tools like psychometric tests to better understand each other's strengths and weaknesses, and how certain tasks are best suited to one or the other.

Here are some further considerations to discuss with your potential job share partner:

- What do you know about job sharing?
- Did you want to job share indefinitely, or a fixed period of time/goal?
- Would you like to progress your career as you job share?
- How do you see the hand over process working?
- What are your expectations from your potential job share partner?
- How would you deal with a colleague who would want to only deal with one of you?
- How would you answer a colleague if your partner has a different point of view?
- How comfortable are you at letting go of decisions and trusting another's judgement?
- What's your definition of 'good/good enough' so you can both work to the same standard?

It is worth documenting an informal agreement for how you will work together, what your preferred days might be and any other standards you will both stick to during the job share partnership, such as checking in with each other before making important decisions.

If you know enough about the role you wish to apply for together, you could also discuss how you would divide up the work and share responsibilities. This will help when you progress to the interview stage.

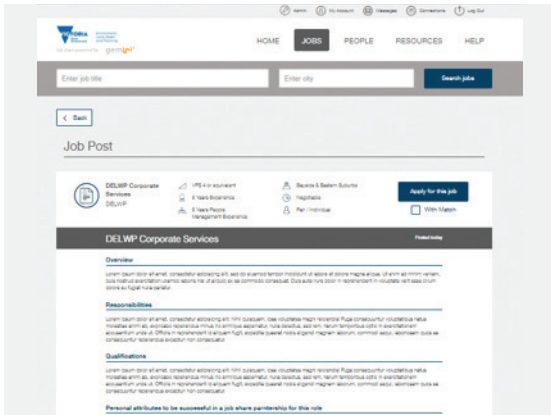
We also recommend you create a summary of your combined resumes, and learn each others'. For example, how much experience and what connections you can bring to the role, which typically outweighs the experience of any one person. In a job share arrangement, both partners own the role.

A timeframe for the job share arrangement (usually 12 months at a time) and an exit plan should always be discussed upfront, including the options available if and when you terminate your arrangement as individuals or as a job share partnership.

"We both share total joint responsibility. We didn't divide up projects, we kept across everything. This obviously takes a fair amount of commitment but working in a space where there is an incredibly rapid turnover of issues day-to-day, you really can't afford not to be on top of whatever comes up on the day."

Liz Moore

Applying for a role as job share partners



The application process is just the same as a normal application process, but you will need to clearly note your application is submitted with your partner and if you are found suitable, you would like to be offered the role as a job share.

If you are looking for a partner to share your existing role, send the resume(s) of any potential partner(s) to your HR team and/or manager to assess their application.

If you are applying jointly to an advertised role you can do so as you normally would.

How will the interview work?

If you are looking for a partner to share your existing role, your potential partner will be assessed, perhaps using the NSW public sector core capability framework 2020, on their ability to perform the role's requirements.

If two people are applying to job share one new role, both candidates will be assessed separately on their capability, skills and experience to determine if each can perform the role.

How can I prepare for an interview as job share partners?

Use these job share scenarios as a great way to understand your reaction to the most common challenges job share partners face. Discussing the scenarios and agreeing on actions can set you up for success and help you align your answers before the interview, particularly if you're asked questions on teamwork, conflict and collaboration.

“The most complex aspect of recruitment was not the application or interview process, but the decisions that came next. One opportunity, even with similar capabilities and backgrounds, could be more attractive to one of us than other, depending on our prior experience. Because recruitment decisions need to be made quickly, we needed to think ahead together.”

Gabi Carrigan and Caroline Reed

Applying for a role as job share partners

Sample job share scenarios

1. Your job share partner is sick and he/she was to deliver a presentation to a client today. What would you do?

- Re-arrange your day so you can present to the client.
- Suggest rescheduling, as your partner is the strongest in presenting.
- Suggest rescheduling, as it is complicated to change days at the last minute.

Ideally, the answer is (a) and you support the other partner when possible and are committed to team outcomes. Re-schedule is possible, although ideally client service would be smoothly maintained.

2. As part of the role, there are two direct reports. What would you suggest to your job share partner on how you manage the team?

- Both of you should take a dual lead in managing the team, including performance management, coaching and training.
- Your partner is new to people management so you suggest he/she take the lead role in people management, with you supporting and coaching them.
- You are more experienced and naturally strong in people management so you take the lead.

Ideally, the answer is (b) so one partner gains experience from the other. This is one of the strengths of job share, the ability to learn from each other.

3. It's handover day and your partner is not very organised. You realise he/she has left out details crucial to the rest of your week. What is your reaction?

- Ask him/her how you can work better together.
- Suggest you both prepare a handover process sheet to share, taking time to explain the productivity benefits of this approach.

c. Ask more questions to get the missing information. During your days of work you can work it out with the team.

Ideally, the answer is (b) so both become efficient and organised.

“There were questions like ‘who’s going to sit on that committee for me?’ Well, whoever’s there on the day! We’ll be across everything, it doesn’t matter what day it is.”

Liz Moore

You've got the job! What's next?

Getting off to a clear start will ensure that you set your partnership up for success. Planning and writing down the details of the job share arrangement and structure will align you as partners and help communication with other stakeholders. Deciding which model of job sharing (twin, island or other) you will choose from the outset will influence many of the decisions you make in establishing your working relationship with your job share partner.

How should the work and accountabilities be divided between partners?

Line managers, with the support of HR, should assess the role with you and identify if it will work better with a job share, job split, or mixed arrangement.

If the role is completely shared, the partners are responsible for communicating with each other about the workplan and dividing it based on their strengths, logistics or the needs of the business.

If the role is split, the line manager will decide which partner will be accountable for which responsibilities depending on experience and abilities.

In both cases, job share partners should consider what communication tools will help them keep across the required tasks. This may include 'work-in-progress' (WIP) documents, Yammer and OneNote.

Use the following template to identify the important details of your job share arrangement.

"We made sure the operating rules were right up front, made sure the boss was happy and made sure the team was comfortable. We also made sure the people we dealt with on a day-to-day basis understood what was happening and were comfortable with our processes. The job share is on the bottom of my email 'I'm a job sharer, I'm here on these days, you can talk to my partner on these days'."

Liz Moore

You've got the job! What's next?

#	Elements	Description	Job Share Partner 1	Job Share Partner 2
1	Job share pair purpose	Describe your common purpose in your role. <i>For example, "Provide an outstanding service to our client".</i>		
2	Duration and time commitment	If the role is not permanent, write the details of the arrangement. <i>For example, 2-year contract including 6 month trial.</i>		
3	Job share model and impact for key responsibility areas	Twins – share same KPIs Island – separate KPIs Use the job share design tool to help chose the ideal model for the role, and outline who will 'own' each responsibility area, or if shared.		
4	Working days	Detail each partner's working days. <i>For example, each work 3 days with cross-over on Wednesday.</i>		
5	Hand over process	Detail your hand over process. <ul style="list-style-type: none"> • Notes to be taken and shared through common X program • Update shared in work in progress (WIP) document • 1hr WIP face to face meeting on Wednesday morning 9am • 30min WIP on the phone Monday morning 		
6	Task lead	Clarify if one of the partners will lead specific projects.		

You've got the job!

What's next?

#	Elements	Description	Job Share Partner 1	Job Share Partner 2
7	Stakeholders	<p>Detail the key stakeholders who will be working with both partners and if any would be working more or less with one.</p> <p><i>Internal: Sales director, marketing director</i></p> <p><i>External: Main client contact</i></p>		
8	Communication & key meetings	<p>Detail your communication tools.</p> <ul style="list-style-type: none"> • <i>Use of a single email and phone number internally and externally.</i> • <i>Sales meeting to be attended by X, Marketing briefing by X.</i> 		
9	Reporting lines	<p>Align on reporting lines and performance reviews. -Assistant to have WIP with both partners but performance review to be conducted by one partner.</p>		
10	Supporting technical resources	<p>List important technical resources used</p> <ul style="list-style-type: none"> • <i>Hardware: 2 computers, 2 phones</i> • <i>Software: share cloud</i> • <i>Note if any costs will incurred if there is a crossover time necessitating two laptops, phones, desks, etc.</i> 		
11	Job share KPIs	<p>Agree how you will mentor the performance of your arrangement.</p> <ul style="list-style-type: none"> • <i>Regular discussion with manager on performance against KPIs</i> • <i>Use 360 survey results showing internal and external key stakeholder high level of satisfaction with job share performance.</i> 		

You've got the job! What's next?

#	Elements	Description	Job Share Partner 1	Job Share Partner 2
12	Performance management and job share arrangement review processes	<p>These are done as per normal agency process. For job sharers, they can be done together or separately. Ideally define your preference at the beginning of the relationship. It's a good idea to check-in and review how the job share arrangement is working. Regular check-ins with colleagues, direct reports and manager can be built into regular performance management review meetings and 1 on 1s.</p> <p><i>Performance to be reviewed (individually/together) twice per year with line manager</i></p>		
13	Development plan	<p>List resources and training provided by HR</p> <ul style="list-style-type: none"> • <i>training: leadership course specific to X, digital course specific to X</i> • <i>mentoring: both partners to be mentored by X</i> 		
14	Extra curriculum	<p>Add any extra curriculum taken by one or both partners</p> <p><i>Both participate in social club</i></p>		
15	Backfill/exit plan	<p>Clarify exit plan and backfill obligations are met under the current employment legislation.</p>		

You've got the job! What's next?

Planning an effective handover

A job share handover process outlines how and when tasks will be passed from one partner to the other. Clarifying the process from the start helps you to be prepared and efficient, and also provides reassurance to the team and your manager.

The handover process is important because partners should be seen as one, and the transition between their work should be as seamless as possible. The productivity of the arrangement also lies in making sure the work is not doubled up but shared, based on each other's strengths.

Not all handover processes are the same, but the same principles can be adopted, especially at the beginning of the relationship. Long term job share partners often change their processes over time and become extremely efficient. Here is a sample of tools that can be used:

1. Create a Work in Progress (WIP) structure

A structured WIP document is essential to create an efficient handover. Below is an example of a job share WIP containing the most important information:

	Campaign X	Campaign Z
Tasks	Brief agency	Create post analysis
Priority	High	Low
Completion time	May 15	June 3
Status	In progress	Not started
Responsibility	Partner 1	Both

2. Align on pre-work

To create an efficient face-to-face handover, both partners should come prepared, having read the notes and the WIP documents. You can then use the time to ask questions on specific details and potentially join forces to solve more challenging issues. It is also recommended that you prepare a meeting agenda with recurring items and specific projects to be discussed.

Example of a job share handover agenda:

- Notes and actions from last week
- Recurring business updates
- New projects and priorities
- People news
- Check-in on each other and feedback on job share.

“We each work 3 days with a crossover day on Wednesday, which is the day we do handover, have meetings, performance conversations, things that need both us to be there. My partner will do handover notes last thing on a Friday.”

Liz Moore

3. Use technology

Minimise email duplication by using one email address for both partners. This will facilitate communication with team members and avoid having to go through hundreds of emails when returning to work.

Use a common note-taking platform such as OneNote. This again minimises the number of emails to track, creates a structure and helps you locate notes for future reference.

There are multiple project platforms such as Trello that can help you create clear tasks with timelines and responsibilities. This could replace an Excel-based WIP document to provide a snapshot of what everyone is doing without having to ask. It can also be shared across the team. Having a shared drive for documents will also assist you to work together efficiently and avoid duplication.

See below a list of software and applications you could consider:

	Applications	Description
Note taking	One Note	Organising thoughts, to-do lists, and projects. www.onenote.com
	Evernote	Taking notes, clipping web pages and recording audio. www.evernote.com
	Google keep	Ideal for collecting images, drafting documents, and creating checklists. keep.google.com
Project management	Trello	Visual boards with project cards given to team members. trello.com
	Asana	Create lists of tasks and subtasks that can be used for project management, goal-setting, brainstorming and meeting agendas. www.asana.com
	Team Ahoy	Simple and visual project management tool. www.teamahoy.com
Document sharing	Dropbox	Independent cloud storage application. Available across devices (mobile, tablet, computer). www.dropbox.com
	OneDrive	Cloud storage application own by Microsoft. Available across devices (mobile, tablet, computer). www.onedrive.com
	Google Drive	Cloud storage application own by Google. Available across devices (mobile, tablet, computer). www.google.com
Communication	Microsoft Teams	Instant messaging and collaboration system with ability to share documents, images and emails. It is an all in one application.
	Slack	Slack can be used if you don't have Microsoft Teams. It offers similar features. www.slack.com
	What's App	Informal communication application for quick text and images exchange. Useful for non-office based teams. www.whatsapp.com
	Yammer	Ability to create private channels and share documents.

You've got the job! What's next?

4. Manage duplication

Your handover time should be used efficiently to ensure each partner has the right level of detail on every project. Avoid going to meetings together unless necessary. Partners should trust each other and communicate all important messages.

It is the responsibility of the partners to organise themselves and structure their work for efficiency and minimise duplication. It is also a great way to educate your team and other stakeholders about how they only need to have one of the partners present in most cases.

5. Communication during days off

Agree on potential communication during days off. Many job share partners who have no handover day communicate during their day off to align on important and urgent issues. Agree in advance on the ideal type of communication (call, text, email) and timing.

“You need a good, practical handover that can adapt to the prevailing context. There is no set and forget with your handover style – as your role changes, so will the handover requirements. Our current handover is more directional, and less transactional, which our current role requires. Some managers and teams of job sharers require more or less consistency: you need to dial it up and down as the situation, and meeting, demands. We meet on Wednesdays, and have a Sunday night chat, as things move so quickly that writing it all down is impractical.”

Gabi Carrigan and Caroline Reed

You've got the job! What's next?

Other considerations

Will you share equipment and workstations?

This depends on your circumstances. If your role is mobile and involves more than a half-day cross-over, it may be practical to provide two laptops or mobile devices. If the role is desk-based and doesn't involve a significant cross-over, job share partners could share a desktop and workstation, and you may wish to consider sharing an email address based on your role title. For job share arrangements, a minimum half-day handover is advisable each week. Budget will need to be considered if you determine a need to increase FTE so that schedules can overlap for this handover.

How will you handle your HR and IT systems?

Your HR or administrative systems may present some unexpected challenges. If you will be managing a team, discuss with your partner who will approve any timesheets and performance plans; you may need to rotate these, as many HR systems do not have the functionality to have dual reporting lines for these purposes. If you will be both using different administrative systems (e.g. petty cash, travel, purchase orders), talk to your IT support about the best way to handle access, as two logins may not be streamlined

if work flows through your respective days.

Can a role be shared from different locations?

It may be possible to job share from different locations as long as it aligns with business requirements. Allowing job sharing from different locations can possibly reduce travel between locations for employees.

Can job share partners manage people?

Absolutely. When there is a high number of direct reports, we recommend that you evenly split reporting lines between the partners, but find what works for your context. While both managers are responsible for the performance of their reports, it generally suits employees better if only one partner formally evaluates their performance.

Use coaching and mentoring

Meeting with experienced job share partners can help you understand challenges first hand. It is very beneficial especially when the other pair is from the same agency and can provide advice on how to communicate and adapt your way of working to suit your agency and team.

If you don't know any job share pairs, contact the PSC to be connected with successful job share partners.

How to plan and communicate the arrangement to your team and stakeholders

As job share partners you are part of your own team, but your role sits within the ecosystem of an agency or department, and a team. It is important that your team and stakeholders clearly understand how to work with you, and what the details of your job share arrangement are.

Job share involves a shift in how a particular role is performed and who performs various components of this. It also involves a shift in the nature of the working relationships with other team members and possibly with stakeholders.

Given these shifts it makes sense to establish day-to-day operating parameters or expectations (e.g. communicating with team members).

The establishment of these parameters also opens up possibilities for improved work efficiencies and working relationships amongst team members. Even though your manager will likely facilitate a team-based discussion to communicate with the team and seek feedback about the team's response to the job share, the job share partners will need to stay in regular communication with their team to make sure everyone knows what to expect and how to continue to work together.

Operating principles might be to:

- Have a weekly team 'roster' that includes:
 - Work objectives and allocation
 - Team meetings
 - Who is where, when
 - Procedures for handover and back-up
- Establish communication protocols (i.e. when is communication necessary, and how – e.g. phone, SMS, email);
- Have transparent conversations with clients about flexibility, including team working patterns and how quality outcomes will be ensured;
- Develop a plan for responding to peaks and troughs (and be transparent in communicating potential shifts in work demands);
- Plan how to include anyone working remotely in meetings, or to at least be advised of the discussions and decisions that affect their work, if meetings have to be held on their days off;
- Plan how and when to provide feedback on team working relationships and the operation of the job share.

You may need to adapt how you do it depending on your team, your manager, and the work you're doing at the time – so be prepared to review your workplan and handover when you need to.

How to plan and communicate the arrangement to your team and stakeholders

Managing a team

The following questionnaire is a sample of a Team Assessment Survey that could be conducted with your team bi-annually. They don't need to share their responses, and may not feel comfortable to, but it can form the basis for honest, reflective communications that are then handled via 1:1s or team meetings.

A. To what extent do you agree with the following:

	Strongly disagree	Disagree	Agree	Strongly agree	Not sure / NA
1. I can express my opinions at my workplace without worrying that they will have a negative impact on my future prospects	1	2	3	4	0
2. There is a high level of trust in my work area	1	2	3	4	0
3. I am consistently treated with respect	1	2	3	4	0
4. I feel I am valued as an employee	1	2	3	4	0
5. My work is satisfying to me	1	2	3	4	0
6. I get support from my co-workers to do a good job	1	2	3	4	0
7. I get support from my managers to do a good job	1	2	3	4	0
8. I feel a strong sense of loyalty to my immediate manager	1	2	3	4	0
9. I feel free to give my immediate manager direct and honest feedback	1	2	3	4	0

How to plan and communicate the arrangement to your team and stakeholders

B. Thinking about your current team or work group, we:

	Strongly disagree	Disagree	Agree	Strongly agree	Not sure / NA
1. Each take ownership for our problems and mistakes	1	2	3	4	0
2. Are flexible when each of us / people have family / personal demands that make it difficult for them to do their work effectively	1	2	3	4	0
3. Freely share information and knowledge	1	2	3	4	0
4. Encourage each other to contribute to discussions so that different viewpoints help inform decisions	1	2	3	4	0
5. Treat ideas as potentially valuable regardless of who puts them forward	1	2	3	4	0
6. Are open to change	1	2	3	4	0
7. Deal constructively with each other even with very difficult issues	1	2	3	4	0
8. Speak openly and honestly with each other	1	2	3	4	0
9. Treat each other with respect	1	2	3	4	0
10. Work together to set work expectations	1	2	3	4	0

How to plan and communicate the arrangement to your team and stakeholders

C. My immediate supervisor or manager consistently does the following things:

	Strongly disagree	Disagree	Agree	Strongly agree	Not sure / NA
1. Gives me coaching and helpful guidance	1	2	3	4	0
2. Is open and honest in his/her communication with me	1	2	3	4	0
3. Gives me honest and candid feedback on my performance	1	2	3	4	0
4. Gives me regular feedback about my performance	1	2	3	4	0
5. Recognises me for my contribution	1	2	3	4	0
6. Is strongly supportive of flexible working arrangements	1	2	3	4	0
7. Asks for my ideas	1	2	3	4	0
8. Values my views and ideas	1	2	3	4	0
9. Keeps his/her commitments	1	2	3	4	0

D. Your opinions about work methods in your area?

	Strongly disagree	Disagree	Agree	Strongly agree	Not sure / NA
1. I am satisfied with the freedom and responsibility I get to do my job	1	2	3	4	0
2. We have a spirit of cooperation	1	2	3	4	0
3. We are flexible and prepared to adjust to get the job done	1	2	3	4	0
4. Scheduling of work is well organised	1	2	3	4	0
5. Communication between us is effective	1	2	3	4	0

How to plan and communicate the arrangement to your team and stakeholders

E. Work demands

	Never / rarely	Sometimes	Often	Very often
1. During a typical work week, how often do you have to work on too many tasks at the same time?	1	2	3	4
2. During a typical work week, how often are you interrupted during the work day, making it difficult to get your work done?	1	2	3	4

	Far too little	Too little	About right	Too much	Far too much
3. The amount of work I am expected to do on my job is...	1	2	3	4	5

	Less than 5%	5%–9%	10%–14%	15%–19%	20%–24%	25%–29%	30% or more
4. How much of your time do you spend doing unnecessary work?	1	2	3	4	5	6	7

How to plan and communicate the arrangement to your team and stakeholders

Other feedback approaches for managing teams

Other job sharers have taken a 'light touch' approach, and conducted a short online survey with their team, where the results are shared and discussed as a team.

Yet other pairs prefer to handle it via team meetings and 1:1s. There is no right or wrong way to do it, just what works for you, your role and your team.

	Strongly disagree	Disagree	Agree	Strongly agree	Not sure / NA
1. Do you understand the arrangements for the sharing of responsibilities between X and Y?	1	2	3	4	0
2. Do you think that these arrangements are being faithfully put into place?	1	2	3	4	0
3. Do you support these arrangements as a good way to manage the job-share?	1	2	3	4	0
4. The job-share offers some obvious and unavoidable problems (duplication, dealing with two personalities, imperfect information sharing) and potential benefits (two different approaches and personalities, a cross over day etc). On balance, taking into account the positive and negatives, does the job share negatively affect your work?	1	2	3	4	0
5. Do you feel you have good access to your job-share manager at the appropriate times?	1	2	3	4	0
6. The joint email system isn't perfect. How often do you think "this would be much better if they each had their own email account and calendar?"	1	2	3	4	0
7. How often have you benefited from having two different people (a 'ying' and a 'yang') assist you on a piece of work, as opposed to just having one point of view?	1	2	3	4	0
8. Do you have suggestions for improving either the existing job share arrangements or how they are being practically implemented?					
9. Any other comments or feedback on the job sharing arrangement?					

How is my performance measured as a job share partner?

Having effective performance expectations, agreed to in partnership between you as job sharers and your manager, is fundamental to achieving successful outcomes. It is also crucial to differentiate between job performance, and performance as job sharers. There are some particular skills required to ensure that job share arrangements are successful (e.g. communication, planning) and these should be recognised as part of your performance agreement. This 'drilling down' will assist you to clearly identify and troubleshoot any aspects of the arrangement that are not working.

What is the process for measuring performance in a job share?

Who should be involved?

- Begin with separate conversations between your manager and each of you as job sharers.
- Next have a combined conversation involving your manager and each job sharer to agree on final individual and joint performance agreements

If you're using a twin model, you should have identical performance objectives because you have the same accountabilities, but perhaps different development plans.

Island models typically have different accountabilities, and therefore performance plans aligned to these.

How do I prepare?

Review the following:

- agency and team outcomes that need to be maintained or improved on
- job share design (particularly agreed job responsibilities)
- capabilities required by the job sharers.



Discuss and agree on:

Job performance

- Summary of agreed performance measures
- Nature, and frequency of performance feedback and assessment (include both formal and informal processes)
- Training and development needs and how these will be addressed

Flexible/Job share work performance

- Summary of agreed performance measures
- Agreement on how flexibility 'give and take' will work
- Systems and protocols to enable effective communication with manager, team members, and stakeholders
- Back-up systems and support needed (e.g. technology, team support)
- Nature, and frequency of job share performance feedback and assessment (include both formal and informal processes)
- Flexible work training and development needs and how these will be addressed

Schedule performance discussions on a regular basis – agree to these check points from the outset. Seek to integrate these into the regular performance review process.

Think creatively about performance and productivity

Traditional productivity measures are based on: output of work/hours of input. Consider alternative measures:

- **Value of a person's work** = benefits to others x quality x efficiency
- **Benefits to others:** contributing to your business area, your team, your manager, a colleague, clients/customers;
- **Quality:** degree of accuracy, insight, novelty, and reliability of work output; and
- **Efficiency:** time taken, resources used (note: this is a significant opportunity associated with flexible work).⁴

⁴ Framework based on: Hansen, M. T. (2018). *Great at work: How top performers do less, work better and achieve more.* London: Simon & Schuster

Distinguish job performance and flexible/job share work performance

(e.g. communicating, managing time)

Job performance

- Be realistic about what can be achieved by two people working less-than-full-time hours
- Have an open conversation about what the essential results or KPIs will be
- Agree on quantifiable measures of performance, e.g., projects completed, client satisfaction, team engagement, support for team goals
- Have clear, agreed performance goals in place from the outset; include both performing standard job-related tasks, as well as communication with other employees and participation in training and development activities
- Determine which outputs are best achieved in different work contexts (e.g., in the office or at home), at different times, and in a shared versus individual capacity

Flexibility and job share

- Have regular one-on-one catch-ups to discuss the operation of the job share
- Openly discuss and agree on flexibility as a “two-way street”, and how give and take will operate
- Consult with all team members, and stakeholders (internal and external) about the effectiveness of the job share working arrangement and the impact on performance and team effectiveness.

It is useful to monitor and evaluate the effectiveness of a job share arrangement and the impact of the arrangement on your team and work outcomes.

Any process for monitoring and evaluating should focus on:

- Identifying what works and what doesn't
- Providing feedback to make improvements on the job share arrangement
- Measuring the success of the job share initiative; and
- Understanding the impact of job share on other critical workplace factors.

All job share arrangements should have a review point (in line with normal probation arrangements) to assess if the arrangement is working for the partners and for the business. A 360 survey can be used to capture the feedback from the internal and external key stakeholders prior to reviewing the arrangement. This can be used as well as or instead of the team survey suggested in Factsheet 9.



Example of 360 survey

Below is an example of questions to ask stakeholders in contact with the job share partners. This survey could be used bi-annually.

Job share partnership names:

In what capacity do you work with the job share partners?

- Line manager
- Direct report
- Colleague
- Cross-functional team
- Client or external partner

Please indicate if you agree or disagree with the following statements

Strongly disagree **Disagree** **Agree** **Strongly agree** **Not sure / NA**

It is just as easy to work with the job share partners as with one person

The partners have seamless communication

Clients and external partners are satisfied working them

How efficient do you believe the partnership is?

- Less efficient than one person
- As efficient as one person
- More efficient than one person

What do you believe makes them more or less efficient than one person?

Do you have any challenges in relation to the job share arrangement?

What are the benefits of working with this job share partnership?

I would recommend more job share partnerships in the business

- Yes
- No

Specify reasons:

What if one of us needs to leave the arrangement?

Generally, you will have started your arrangement with a clear understanding of its potential length of the contract and your exit strategy in the event of your circumstances changing, capturing it in your job share planning. However, sometimes other circumstances can occur.

What if the job share relationship isn't working out?

All job share arrangements can benefit from a trial period that mirrors the probation period, with suggested checkpoints woven into standard catch-ups or 1:2s with your manager. This should provide enough time and opportunity to determine if its working as planned.

Where challenges arise, it is up to both partners to manage any conflict in the first instance, by talking and working together to resolve it. Take the time to communicate challenges with your partner and work out solutions together. Focus on the problem, not the person, to clearly identify what the issue is and what practical solutions could be developed that both job share partners can accept. It is your responsibility to make the arrangement work, but you can seek help from line managers and HR to discuss alternatives if the arrangement is not working.

If it continues not to function effectively and becomes a performance issue, then your agency's usual performance issues apply, whether for one or both.

In the case of poor performance from one partner, the job share arrangement should be evaluated to understand the cause of the poor performance. If the cause comes from the relationship between the partners, meet with your manager to understand and resolve the specific issues, with support from your HR team. If unsuccessful, the arrangement can be reconsidered. If the cause is from a lack of skills in a given context from one or both partners, then a development plan should be created in consideration with the other partner. It is important that all parties act quickly, as this situation can create tension and potential tension will affect the broader team.

What if one of us needs to leave the arrangement?

Managing poor performance from one partner

Continue with the arrangement, but set individual development goals

It is really important to understand if you are getting along well. If you still have a good relationship and are willing to continue, you should have your own development goals, and regularly review progress against them with your manager. It's also important to review your performance goals, to ensure the outputs and outcomes articulated can be used to track progress for the person needing performance support.

Redesign the role to become a job split instead of a job share

This is the most common choice, where the job gets redesigned to give each individual specific tasks to perform. In a job split, you still have to work together, but you are no longer accountable for the same work. This can help to resolve any tension between a pair, where it is feasible role-wise.

Commence performance management/termination

Exiting the arrangement could mean a change of employment for one or both of you. Any remaining partner may want the roll full-time. The other option is to look for another more suitable partner for the partner meeting expectations.

What if one of the job share partners is moving to another role?

Ideally you will have already agreed on your options in advance, but if not, you will need to meet with your manager to determine the next steps. Consider the following:

- Is there another person you could job share with?
- Can you advertise the role as job share?
- Are you able to, and willing to, change your hours at this time?
- Can the work be redesigned so you can do the job as part-time with your existing hours?
- Is the timing such that you may wish to return to working full-time?

