1. **PREAMBLE**

Job sharing is an option available for both existing employees and prospective employees to apply for which may help both the work/life balance requirements of the individual and the recruitment and retention needs of Schools.

The Job Share Scheme which follows is commended to the Governing Bodies of all maintained schools.

2. **DEFINITION**

Job sharing is a working arrangement which involves two people sharing the responsibilities and duties of one full time post. It requires the job sharers to take joint responsibility for the whole post and not just the duties that each one undertakes.

3. **THE MAIN CONSIDERATIONS**

   (a) **Teachers**

   The following examples are not intended to be exclusive:

   - Job sharing directly benefits teachers who no longer wish or are no longer able to work full-time, offering a positive alternative to taking a part-time post with few career prospects, taking a career break or resigning.

   - It may be of particular interest to teachers considering a return to work after maternity leave or a career break.

   - It enables teachers to sustain and develop their experience in posts of responsibility at a time when they do not work full-time.

   - Teachers may find job sharing less stressful than a full-time post.

   - Teachers approaching retirement, or those with disabilities or health problems which prevent full-time working, could undertake a post which requires less physical energy or suits their individual circumstances but involves the expertise and participation in decision-making commensurate with that of a full-time post.

   - Job sharing may provide teachers with the opportunity to take part in other activities, further study, or to experience other areas of employment without leaving teaching altogether.

   - Job sharing provides teachers with the experience of planning and close cooperation with another teacher, so that each gains enrichment from the other’s ideas.

   - Job sharing requires compatibility between partners and the need for time for joint planning and liaison.
- Consideration will need to be given to future arrangements if one partner leaves.

- Teachers considering job sharing will need to consider the effect of the arrangement on their reckonable service for pension purposes.

(b) **Schools**

- Job sharing increases the efficiency and flexibility of employment patterns.

- It offers the opportunity to recruit and/or retain the services of teachers of shortage subjects during periods when they are unable to work full-time.

- Two people sharing one job may well have different areas of specialised skills and knowledge which will complement and reinforce one another.

- Small schools in particular could benefit from this extension of expertise in terms of meeting the curriculum implications of the National Curriculum.

- A job sharer may be able to offer work in excess of the normal work pattern, but there must be no expectation that a sharer will cover the absence of a partner, nor is there any obligation on the sharer to do so.

- Job sharing retains the services of teachers and may help to reduce staff turnover and absences due to sickness.

- Pupils may benefit from contact with an extra adult, especially in small schools.

- Teacher numbers may be reduced without having to make redundancies by permitting existing staff to job share if they wish.

- Joint preparation and planning enables teachers to learn from each other’s strengths and develop each other’s ideas to the benefit of pupils.

- Pupils may gain from seeing adults working together in close co-operation.

- Consideration may need to be given to the teaching styles and methods of classroom management of sharers.

- There may be possible resource implications on account of job sharing arrangements.
Job Share Scheme

Schools will need to consider whether all full-time teaching posts are suitable for job share, or whether some should be exempt. This may be done by determining a formal policy or considering individual vacancies or requests on a case by case basis.

Practical Considerations

1. APPOINTMENTS

   (a) Exempt Posts

       Posts can be considered as exempt if the particular nature of the post or circumstances affecting it are such as to make job sharing inappropriate on specific educational or organisational grounds. For example, a residential post with limited accommodation, or the special statutory requirements of a particular post which require only one postholder, may make those types of posts exempt from job sharing.

       The seniority of particular posts need not automatically exempt them from the Job Share Scheme.

   (b) Other Posts

       When a post which could accommodate a job sharing arrangement is advertised, a statement indicating that job sharers are welcomed should be included in the advertisement.

2. APPLICATIONS BY EXISTING EMPLOYEES

   Different routes can lead to job sharing by existing employees:

   (a) two teachers can make a paired application for a full-time post;

   (b) an existing postholder can request to share his/her full-time post;

   (c) two teachers in a school can jointly seek to share one of their full-time posts;

   The Headteacher should assess whether the post is suitable for job share.

   At this stage informal discussions should take place between the applicant(s) and the Headteacher to discuss the details of the proposal and referral should be made to the Governing Body.

   The headteacher/clerk to the governors should reply in writing to the applicant(s) indicating:

   - whether or not the job share has been agreed;

   - the reason for the decision if the job share is not agreed.

   Where a job share is agreed in principle, but difficulties in finding a suitable partner are anticipated, consideration may be given to approving the application provisionally.
subject to reasonable steps being taken to identify a suitable partner. The share may be advertised to enable prospective sharers to apply in open competition.

If it is not possible to identify a suitable partner it may be possible for a full-time postholder to reduce to part-time work and still retain security of tenure.

(a) When may a teacher start job sharing?

When a job share request is approved some flexibility may be required when discussing a mutually convenient effective date, taking into account such factors as:-

- the needs of the school
- the teachers’ circumstances
- the anticipated period of recruitment

(b) Maternity Leave

All teachers going on maternity leave will be advised that if they wish to request to job share they must do so at least 13 weeks or as early as possible prior to their anticipated return to work to enable schools to make the necessary arrangements.

The requirement for teachers to return to work for 13 weeks to retain maternity pay applies to women returning from maternity leave on a job share basis and will commence on the date of return. However, if a full-time teacher commences job sharing immediately after maternity leave, she will normally be required to return to work for a longer period, pro rata to the proportion of full time, in order to retain maternity pay.

If a teacher is making a request without a job share partner and if the post is suitable for job sharing, the remaining part of the post will be advertised in the usual way.

If a job share arrangement is impracticable or the job is exempt from job sharing, the School should consider alternative working arrangements such as part-time work or reduced hours.

3. FILLING VACANCIES ON A JOB SHARE BASIS

(a) Application to Job Share Form

All job applicants, whether internal or external, who request consideration for job sharing in posts covered by this Scheme will be sent an 'Application to Job Share' form to return in addition to a normal application form, to assist at the shortlisting/interview stage of selection. The shortlisting and interviewing procedures recommended in the Authority’s Recruitment and Selection Guidelines are equally applicable to appointments made on a job share basis.

(b) Shortlisting

If one partner of a joint/linked application is not shortlisted, the successful partner should be given the option of continuing to the selection stage as a single
applicant who may be offered a job share partnership with another unlinked applicant. If there are no other suitable applicants for job sharing, and part time working is not a viable option, and the individual meets the shortlisting criteria for interview, the individual should be asked whether they would wish to continue with their application on a full time working basis. If the individual does not wish to continue on a full time basis, an individual may be rejected at the shortlisting stage.

(c) **Interview**

At the interview stage, the following procedure is recommended for all applicants.

- Each candidate should be interviewed individually in the usual way to assess their suitability for the post.

- Subsequently discussion should take place involving either proposed partners or other potential job sharers. The purpose of the discussion is to assess the feasibility of the job share which might include proposed working arrangements, including hours and patterns of work and division of duties and responsibilities and not to assess suitability for the post.

(d) **Appointment**

The selection panel may then make any one of a number of selection decisions depending on the suitability of the job applicants for the vacant post:

- to appoint an applicant full-time;

- to appoint two job share applicants;

- to appoint a single job share applicant and proceed to advertise the remaining part;

- to appoint a single job share applicant to a part-time contract;

- not to appoint and to re-advertise the vacancy.

In the case of a job share appointment, the selection panel must be satisfied that the proposed pattern of working meets both the demands of the job and the job sharers themselves. It is vital that agreement on working arrangements is reached and documented.

4. **CONDITIONS OF EMPLOYMENT**

   Job sharers will be appointed to individual contracts of employment, which will state the proportion to be worked by each individual.

(a) **The Salary**

   The salary of a full-time post will be divided between the job sharers on a pro-rata basis, which will be paid on the basis of the individual teacher’s salary entitlement. Incremental progression will be according to the Teachers’ Pay and Conditions Document. Job sharers will be paid on the same scale but not
necessarily on the same incremental point. They will be entitled to the appropriate proportion of any responsibility point attached to the post.

(b) Working Time

A job share arrangement should not exceed the working time appropriate to a full time post. Under the School Teachers Pay and Conditions Document for teachers on the Teachers’ Pay Spine this would be 1265 hours of directed time over 195 days plus reasonable self directed time necessary for the effective discharge of professional duties.

The amount of directed working time for each job share should be the same pro-rata basis as for salary entitlement with broadly similar pro-rata non-contact time aggregated to the non-contact time applicable to the full-time post. Any adjustment necessary to fit in with the needs of the school should be by agreement with the job sharers and specific provision should be made for consultation between the job sharers. The amount of self-directed time will, to some extent, depend on the methods and working practices of the job sharers themselves. Broad agreement on this should be between the job sharers and approved by the Headteacher. It will be the Headteacher's responsibility to ensure that the aggregate of working time is no greater than would be reasonable for a full-time post.

Consideration needs to be given to such matters as:

- School holidays
- Unequal lengths of the morning and afternoon sessions
- The pattern of staff meetings

Where one partner in a job share works each morning and the other job share partner works each afternoon it may not be practical to achieve a 50 : 50 job share in every case, because of the different lengths of the sessions.

After consultation with the job sharers the Headteacher should determine their participation in staff meetings, curriculum meetings, the five non-teaching days (including INSET), parents meetings and other non-teaching activities. Job sharers should only be expected to participate in non-teaching activities on a pro rata basis. However, attendance at all activities for both job sharers may have substantial educational or organisational benefits. Where agreement is reached between the Headteacher and the job sharers that this is the case, either adjustments may need to be made to the overall workload or an additional cost to the Schools Budget Share may be involved since the school will incur salary costs where both teachers attend for the whole of the five non-teaching days for example.

(c) Letter of Appointment

Each job sharer will be given an individual letter of appointment.

(d) Notice

Job sharers are required to give and receive notice of resignation in accordance with their conditions of service.
(e) **Leave of Absence**

Job sharers are entitled to the normal entitlement applicable to full-time teachers on a pro rata basis.

(f) **Pension**

It is possible for teachers to continue to participate in the Teachers Pension Scheme, even if they are not in full-time employment. All job sharers will be provided with details of the scheme on appointment.

Reckonable service for pension purposes will be reduced pro-rata.

(g) **National Insurance**

Employers contributions will be paid in respect of each job sharer and since a proportion of the earnings of both teachers would fall into the band in which lower rate contributions are made the total contributions are less than would be the case with one full-time postholder.

(h) **Sick Pay**

The normal sick pay provisions apply. Pay during sickness absence is based on standard earnings (pro-rata to hours worked) and entitlement is based on length of service. Qualifying days for Statutory Sick Pay will be the days of the normal sharing pattern worked by each Job Sharer. Any alternatives which take place will need to be notified to AskHR.

(i) **Maternity Leave**

As for part-time teachers, entitlement is based on length of continuous service and maternity payments are related to salary.

(j) **In-Service Training**

Job sharers should enjoy access to INSET days on the same basis as other permanent staff. Job sharers should normally only be expected to attend school INSET days on a pro-rata basis. However, attendance on all days for both job sharers may have substantial educational benefits. Where agreement is reached between the Headteacher and the job sharers that this is the case, then an additional salary cost to the Schools Budget Share may be involved.

5. **SHARING ARRANGEMENTS**

There may be duties and responsibilities which cannot be divided. Different patterns will be needed in different schools.

Specific provision within 1265 hours for consultation between the job sharers is important to ensure continuity.

**Mornings/Afternoons**

**Considerations**
Communication between job sharers can occur during the school's mid-day break.

Communication with other members of staff is facilitated by each teacher being present at some time every day.

Personal childcare arrangements.

The pattern is ideal for nursery schools/classes where the groups of children attending morning and afternoon sessions differ.

The job sharers have school commitments each day.

The job sharers will need to travel each day, which may involve additional journeys for after-school meetings and extra curricular activities for one job sharer.

The unequal lengths of the morning and afternoon sessions.

Due to the last two considerations (f) and (g) above, job sharers using this pattern sometimes plan to change over each half-term or midway through the school year.

Two-and-a-half-day split

The job share partners change over half way through the week.

Considerations

Both are at school on at least two afternoons and are available for after-school activities on these days.

Pupils have a longer block of time with each teacher.

Job sharers can meet during the school's mid-day break of their change-over day.

Communication with other staff where job sharers have blocks of time out of school.

Rolling Week

Each partner in turn works a full week but starts on Wednesday lunchtime or Thursday morning, the "week" thus being split by the weekend. This pattern is seldom used in teaching because it is difficult for teachers to become really integrated into the life of the school when they are absent for seven days at a time.

Alternative Weeks

This also is seldom used in teaching for the same reasons and because most job sharers do not wish to work a full-time week.

To Fit the Timetable

This pattern is commonly used in Secondary Schools. Each job sharer works the appropriate proportion of total teaching and directed time, but in such a way that hours
of attendance may overlap if this suits the needs of the school. Patterns should be established by the Headteacher in consultation and negotiation with the job share partners, both initially and prior to the annual timetable scheduling.

**Considerations**

(a) Added flexibility to timetabling as two job sharers can be teaching at the same time.

(b) Class-sharing can be avoided or at least minimised.

(c) Consultation and departmental meetings can be arranged when both job sharers are present.

(d) The possibility of different patterns of working each year to fit new timetables.

(e) Pastoral care arrangements at times when neither partner is in school.

(f) Overlapping time patterns may also be used to advantage by peripatetic job sharers. Special needs teachers, for example, may both work mornings in different schools.

**Wider Flexibility**

Job sharers may use irregular patterns convenient to their own needs and to those of the institution. They may share time according to the timetabling of academic courses related to their own professional expertise. Some may have an arrangement whereby one job sharer takes over full-time while the other gives a lecture course in another institution. Such plans need careful negotiation within departments and with employers, but could be usefully explored in particular circumstances.

6. **ARRANGEMENTS WHEN A JOB SHARER LEAVES**

The arrangements which when one job share partner leaves should, where possible, be agreed and documented at the appointment stage.

If the post is to be replaced, there are the following options:-

(a) the opportunity may be taken to review the job share arrangement with the remaining partner being given the option of full-time employment;

(b) on the termination of one partner, their portion could be advertised as a Job Share;

(c) consolidation into a part-time post with appropriate security of tenure.