

to work contracted hours and/or to attend during core time) will be required to move to working fixed hours (7 hrs 12 mins per day), with the working times to be determined by the designated manager to meet the business needs of the service. Guidance will be given in Part 4.

10.3 Additional Hours of Work

See part 2, para 10.3

10.4 Job Sharing

Jobshare is a way of working where two people voluntarily share the duties, responsibilities and benefits of a full-time post on a pro-rata basis. Jobsharing can apply to posts at all levels, and should be supported in all cases except those where such arrangements are not practical (for example where it is not possible to recruit two people wanting to share the post) or where they would have an adverse impact on service delivery. Every effort must be made to accommodate jobshare requests from women returning to work following childbirth or from employees where it would constitute a 'reasonable adjustment' under the Disability Discrimination Act.

10.4.1 Setting up a Jobshare Arrangement

- i) A jobshare may be set up at the request of an existing employee who needs to work shorter hours, or alternatively by two employees on the same grade and doing similar jobs. Alternatively two employees doing the same job on the same grade can request to jobshare one of their full time posts. The employee(s) request must be made to the designated manager at least three months before the jobshare will come into effect.
- ii) The designated manager in consultation with the departmental Principal Personnel Officer (PPO) will review the job-description and service requirements to determine that the post is suitable for jobsharing and how the duties and working time can be shared, including necessary overlap time. They shall do this in consultation with the applicant(s), who should explain how they envisage the job being shared. A job will only be deemed as being unsuitable for jobsharing in exceptional circumstances and where a valid reason can be demonstrated.
- iii) Where it is necessary to recruit to half of the jobshare post the opportunity should be advertised both internally and externally.
- iv) If no jobsharing partner can be found by the expiry of the 3 months notice the designated manager, the PPO and the employee will discuss the feasibility of beginning a jobshare without a partner. The discussions will focus on the needs of the service and the possible effects on the jobsharer of working without a partner. A trade union representative or colleague may accompany the employee. All efforts will continue to be made to find a suitable jobsharing partner for this post.

- v) Before advertising a vacant post, managers should consider whether there is any reason for the post to be excluded from being available for jobsharing and if so this should be stated in the advertisement. Applicants for any advertised full time post that has not been excluded from jobsharing may jointly or individually apply to jobshare the post. Their applications will be assessed separately, with each candidate needing to meet the requirements set out in the person specification. The post will be offered on a jobshare basis if the two best candidates who meet the requirements set out in the person specification have both requested jobsharing. Where only the applicant who best meets the criteria in the person specification has requested to jobshare, other candidates who meet the criteria for appointment should be invited to consider job sharing the post. If no other appointable candidate accepts the offer of a jobshare arrangement, the remaining half of the post should be advertised as a jobshare opportunity.

10.4.2 Organising a Jobshare Arrangement

- i) Only two people may share one post.
- ii) Each jobsharer must be able to carry out the full range of duties of the shared post.
- iii) The designated manager will be responsible for organising the jobshare arrangement, including: ensuring that the time split is agreed with the two sharers (e.g. am/pm or 2.5 day week); negotiating the handover/overlap time for the two sharers to exchange information; and for agreeing the information exchange systems that are necessary for the efficient operation of the job share arrangement.
- iv) The most common method of sharing a job is that one person works mornings and the other afternoons, or two people work 2.5 days each. It is recommended that the hours of work be shared equally (e.g. staff sharing a 36 hour per week post should each work 18 hours).
- v) Where one partner is absent from work for any reason, there is no contracted obligation for one partner of the jobshare to cover for the other.

10.4.3 Ending a Job Share Arrangement

- i) When one half of a jobshare falls vacant the remaining half shall be offered to the existing postholder. If the offer is accepted a new full-time contract will be issued.
- ii) If the offer is not accepted the manager should seek to fill the vacant half of the jobshare post from an appropriate computerised jobshare register or by advertising.
- iii) If no new jobshare partner can be found within 6 months of one half of the jobshare partnership becoming vacant and the designated manager can

demonstrate that all reasonable efforts have been made to fill the vacancy (including a minimum of two advertisements being placed in the media), the designated manager, the Principal Personnel Officer and the employee will discuss the viability of continuing the job share arrangement. The discussions will focus on the needs of the service and the possible effects on the jobsharer of working without a partner. A trade union representative or colleague may accompany the employee. All possible options will be discussed and a mutually acceptable agreement will be drawn up. Redeployment may be offered as a viable alternative if it is agreeable to the remaining jobsharer, who would then be treated as a priority candidate for any suitable post.

10.4.4 Conditions of Service

- i) Full, pro rata conditions of service apply separately to each jobshare partner (also applies to part time employees).
- ii) The following formula should be applied to each employee to apportion public holidays.
 - a) Divide the employee's weekly hours by 5 to get a "daily hours" rate
for example - 20 hours/5 = 4 hours per day
 - b) Multiply (a) by the appropriate level of annual leave entitlement expressed in days to arrive at an annual leave entitlement in hours
for example - 25 days x 4 hours per day = 100 hours per year
 - c) Calculate the appropriate number of Bank Holidays (plus the one "Ealing Day" at Christmas) expressed as pro-rata hours
for example - 8 bank hols (+1 Ealing Day) x 4 hours per day = 36 hours
 - d) The total combined entitlement to annual leave and bank holidays will be (2)+(3)
That is: 100 + 36 = 136 hours per year

This should be the amount of leave set out in the employees annual leave record.
 - e) When the employee DOES NOT work on a bank holiday which falls on what would have been normal working day then you should DEDUCT the number of hours that he/she would normally have worked on that day from the total entitlement calculated as in (d) above.

for example - if the employee normally works 7 hours on Mondays and therefore does not work on Easter Monday then deduct 7 hours from his/her entitlement:

i.e. $136 - 7 = 129$ hours remaining.

- f) Other than any hours deducted for a paid bank holiday (as in (e) above) the entitlement may be taken as annual leave in the normal way.

10.5 Working Reduced Hours

- 10.5.1** There are a number of situations which may arise that would be alleviated by the employee being allowed to work reduced hours. This can be for a temporary period to cover unforeseen circumstances such as:
 - i) an employee returning from a period of sickness absence;
 - ii) an injury, the onset of a medical condition or a deterioration/worsening of an existing condition (particularly if the condition constitutes a disability under the DDA);
 - iii) problems in an employee's domestic situation such as care of a dependant (either a new situation or the breakdown of existing arrangements).
- 10.5.2** The Service Head should take account of the circumstances and consider whether a short-term arrangement can be entered into to accommodate the continued presence of the employee at work. This may include: altering start and/or finish times; allowing an increased flexible hours deficit within reasonable limits (so as not to place too high a burden on the employee in making up the hours); or a period of reduced hours working.
- 10.5.3** In the case of an employee returning to work after a severe or long term injury/illness, temporarily reducing working hours may benefit the service (which regains a valued employee) and aid the rehabilitation of the employee. Such a process should only be carried out under the guidance of the Council's OHU staff and may involve a staged increase to full contracted hours. Where such a managed process is being carried out then the employee should continue to receive full pay and benefits.
- 10.5.4** In the case of an employee with a disability (as defined by the DDA) it may be appropriate to temporarily reduce working hours while investigating any longer term adjustments which can be made to assist the employee. Such a process should only be carried out under the guidance of the Council's OHU staff and/or the Recruitment & Equalities Unit. Where such a process is being carried out then the employee should continue to receive full pay and benefits.
- 10.5.5** If the employee proposes working reduced hours on a permanent basis or the arrangement is for a longer term then pay & benefits should be adjusted pro-rata