



***Policy Implementation Guideline:
Job Sharing***

ELIGIBILITY GUIDELINES

The following are eligibility considerations that need to be taken into account prior to the implementation of job sharing.

There are two main types of job sharing:

- **Shared responsibilities:**
2 employees jointly share the responsibilities of one full-time job. The areas of work are interchangeable and are most suitable for on-going positions rather than project based positions
- **Divided responsibilities:**
2 employees share one full-time position and divide responsibilities. They perform separate tasks and provide back up for each other when necessary thus this arrangement is suitable for project based positions

The objective of this guideline is to assist the organisation with identifying the candidate most suitable for job sharing based on their job functions and individual characteristics as listed below:

Key Area	Description
Job function	<p>Most full-time job functions can be made into a job sharing arrangement, as long as the tasks are properly designed. Examples of job functions that can be shared:</p> <ol style="list-style-type: none"> 1. Support or transactional functions with operational tasks that require little continuity and follow-up 2. Shift work arrangements (e.g. retail, call centre, etc.) 3. Sales and client facing roles, where the number of accounts or clients can be allocated between two or more people 4. Project based roles 5. Leadership and team management roles
Employee	<p>Candidates with the following characteristics can be considered for job sharing arrangement:</p> <ol style="list-style-type: none"> 1. Strong team player 2. Able to accommodate and complement the working style of another person 3. Flexible in attending to work matters even on “off-days” 4. Responsible and accountable for both personal and partner’s work responsibilities 5. Effective in conveying information both verbally and in written form 6. Good past performance appraisals demonstrating the ability to meet job expectations

POLICIES AND EXPECTATION GUIDELINES

I. Job Sharing Policies

The table below outlines policies that the organisation needs to consider when implementing job sharing. The policies can be amended according to organisation needs.

Policy	Description
General	<ul style="list-style-type: none"> • Existing organisation policies and guidelines must still be obliged by job sharers • Job sharing arrangement can be suspended or terminated if: <ul style="list-style-type: none"> ○ it does not comply with business needs ○ it affects the employees' work performance • In the event of the termination of employment of one job sharing partner, the position will either be made into a full-time or part-time position until another suitable job sharing candidate is employed by the organisation
Definition	<ul style="list-style-type: none"> • Part-time work where two employees share the responsibility and similar compensation for a full-time position
Application and approval	<ul style="list-style-type: none"> • Employees can apply for the arrangement using the <u>Job Sharing Work Arrangement Proposal Form</u> (refer to Appendix 1) • The process for approval of the job sharing application is outlined in the <u>Job Sharing Work Arrangement Application and Approval Process</u> (refer to Appendix 2) • All proposal forms will be processed and stored away for future review as and when there is a need to amend or terminate the job sharing arrangement (refer to Appendix 3 for <u>Job Sharing Work Arrangement Proposal Storage System</u>)
Work hours arrangement	<ul style="list-style-type: none"> • Job sharers can adopt either one of the following variation of schedules depending on personal and organisational needs: <ul style="list-style-type: none"> ○ Four hours a day each (e.g. work mornings at 8.00a.m. to 12.00p.m. and afternoons at 1.00p.m. to 5.00p.m.) ○ Two and a half days a week each ○ Two days and three days respectively ○ Three days each with a one day overlap ○ Full week work and following week off ○ Any other variation suitable for personal and organisational needs • Organisations can introduce a formal method of logging hours worked, subjected to the approval of the employee's immediate supervisor • Job sharers must fill out their proposed working hours in the <u>Job Sharing Work Arrangement Proposal Form</u>
Compensation and benefits	<ul style="list-style-type: none"> • Compensation and benefits should be pro-rated according to revised job scope and hours covered by the employee • Key areas affected by the work arrangement are as follows: <ul style="list-style-type: none"> ○ salary ○ performance bonus ○ health benefits

	<ul style="list-style-type: none"> ○ leave days
Performance management	<ul style="list-style-type: none"> ● Employers should set clear KPIs and objectives for job sharers, measuring performance: <ul style="list-style-type: none"> ○ as a joint collaboration of a full-time position for job sharers bearing shared responsibilities or; ○ separately for job sharers bearing divided responsibilities ● Employers can choose to have either: <ul style="list-style-type: none"> ○ A joint evaluation with both job sharers if the job sharing type is shared responsibilities ○ An individual evaluation between two job sharers if the job sharing type is divided responsibilities ● Employers should also set expectations with job sharers on advancement opportunities and bonuses available to them
Confidentiality	<ul style="list-style-type: none"> ● Job sharers are subjected to the organisation's confidentiality agreements and are expected to be vigilant when relaying highly sensitive organisation data or between each other

II. Job Sharing Expectations

The following are key expectations of supervisors and job sharers in a job sharing working arrangement:

Category	Expectation
Supervisors	<ul style="list-style-type: none"> ● Ensure employee compliance to job sharing policies and arrangement ● Allocate jobs evenly between job sharers proportionate to their work hours ● Give prior notice to job sharers regarding job allocations and required organisation meetings and trainings outside of their work schedule ● Periodically assess feasibility of job sharing arrangement ● Address challenges and issues faced by job sharers
Job sharers	<ul style="list-style-type: none"> ● Adhere to scheduled hours of working agreed between job sharers ● Work cohesively with job sharing partner ● Remain accountable for delivering deliverables of quality ● Be flexible in responding to work matters even on off-days ● Committed to ensure information is relayed to job sharing partner in a timely and accurate manner

COMMUNICATIONS AND REFERENCE MATERIALS

I. Communications

The following communications need to be delivered to the corresponding recipients at the established milestones throughout pilot implementation. The table below outlines the communication details:

Recipient	Milestone #1: one month before pilot project	Milestone #2: two weeks before pilot project	Milestone #3: one week before pilot project	Milestone #4: one day before pilot project
Job sharers	<ul style="list-style-type: none"> Job sharing implementation objectives Application and approval process 	<ul style="list-style-type: none"> Job sharing policies Job sharing expectations 	<ul style="list-style-type: none"> Pilot project timeline Date of pilot briefing 	<ul style="list-style-type: none"> Job sharing pilot briefing materials
Non- job sharers	<ul style="list-style-type: none"> Job sharing implementation objectives 		<ul style="list-style-type: none"> Pilot project start date 	
Supervisor	<ul style="list-style-type: none"> Job sharing implementation objectives Application and approval process 	<ul style="list-style-type: none"> Job sharing policies Job sharing expectations 	<ul style="list-style-type: none"> Pilot project timeline 	<ul style="list-style-type: none"> Job sharing pilot briefing materials

The design of each communications should be brief, easy to read, and summarise the content succinctly. Communications sent out after pilot initiation is outlined in **Pilot Checkpoint**.

II. Reference Materials

Reference materials required for provision of comprehensive information on job sharing are outlined below, with all materials to be developed and owned by the HR department.

Reference Material	Objective	Target Audience
Job sharing briefing	<p>Provide job sharers and supervisors with a comprehensive understanding on how the job sharing arrangement will impact their daily roles:</p> <ol style="list-style-type: none"> Job sharing policies on: <ul style="list-style-type: none"> Compensation and benefits Performance management Work hours arrangement Confidentiality Expectations in a job sharing arrangement 	Supervisor and job sharers

PILOT IMPLEMENTATION APPROACH

The following is the pilot implementation approach which organisations can consider prior to the long-term implementation of job sharing as an organisation policy.

Phase	PRE-PILOT		PILOT												POST-PILOT	
	Month 0		Month 1				Month 2				Month 3				Month 4	
	W1	W2	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2
Key Activities	<ul style="list-style-type: none"> Design pilot implementation approach and workplan Design pre and post-pilot surveys to gauge impact of job sharing Design pilot checkpoints to periodically evaluate pilot 		<ul style="list-style-type: none"> Conduct pilot briefing to brief all parties impacted by the job sharing arrangement Conduct pre-pilot survey to obtain a baseline measure of the impact of job sharing Conduct regular checkpoints to evaluate progress of pilot, identify challenges and compile success factors 				<ul style="list-style-type: none"> Conduct regular checkpoints to evaluate progress of pilot, identify challenges and compile success factors 				<ul style="list-style-type: none"> Conduct regular checkpoints to evaluate progress of pilot, identify challenges and compile success factors Conduct post-pilot survey to gauge the impact of job sharing 				<ul style="list-style-type: none"> Review and compare pilot outcome against initial goals and objectives Communicate success to employees to sustain momentum Develop mitigation plans to address challenges faced 	
Responsible Parties	<ul style="list-style-type: none"> HR/ FWA team 		<ul style="list-style-type: none"> HR/ FWA team Supervisors 				<ul style="list-style-type: none"> Supervisors 				<ul style="list-style-type: none"> Supervisors 				<ul style="list-style-type: none"> HR/ FWA team 	
Deliverables	<ul style="list-style-type: none"> Pilot approach Pilot workplan Pre and post-pilot surveys questions Pilot checkpoints 		<ul style="list-style-type: none"> Pilot briefing Pre-pilot surveys Pilot checkpoint reports 				<ul style="list-style-type: none"> Pilot checkpoint reports 				<ul style="list-style-type: none"> Pilot checkpoint reports Post-pilot surveys 				<ul style="list-style-type: none"> Pilot completion report Pilot success stories Mitigation plans 	

PRE-PILOT SURVEY

The pre-pilot survey's objective is to obtain a baseline measure in gauging expectations of employees and employers in these key areas:

1. Productivity levels
2. Work flexibility
3. Team dynamics
4. Employee engagement
5. Employee performance
6. Employee supervision

The pre-pilot survey should be conducted within the first 3 days of the pilot project.

JOB SHARING PRE-PILOT SURVEY ORGANISATION X

Employee Copy

Thank you for participating in the job sharing working arrangement pilot project for Organisation X. Please take a few minutes to fill out the survey below.

1. I believe that having a job sharing partner will help me to be a **more productive** worker.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
2. I believe job sharing will offer me the **flexibility** that I need to integrate work and life.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
3. I believe that my job sharing partner and I will be able to **work as a team**.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
4. My supervisor, job sharing partner and I are **aligned on the KPIs** I need to deliver on a job sharing arrangement.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
5. I believe job sharing will not affect the **teamwork** I currently have with my colleagues (besides job sharing partner).
 Strongly disagree

- Disagree
- Agree
- Strongly agree

6. I believe job sharing will increase my **engagement** levels at work.

- Strongly disagree
- Disagree
- Agree
- Strongly agree

Supervisor Copy

Thank you for participating in the job sharing working arrangement pilot project for Organisation X. Please take a few minutes to fill out the survey below.

1. I believe job sharing will help my employees to be **more productive** at their work.

- Strongly disagree
- Disagree
- Agree
- Strongly agree

2. I believe job sharing has the potential to benefit my employees, giving them the **flexibility** to integrate work and life.

- Strongly disagree
- Disagree
- Agree
- Strongly agree

3. I believe job sharing will not affect the **teamwork** between job sharers and the other employees impacted by the arrangement.

- Strongly disagree
- Disagree
- Agree
- Strongly agree

4. I believe job sharing will still make the task of **supervising manageable**.

- Strongly disagree
- Disagree
- Agree
- Strongly agree

5. I believe job sharing will increase the **engagement** levels of my employees.

- Strongly disagree
- Disagree
- Agree
- Strongly agree

PILOT CHECKPOINT

The pilot checkpoint is an avenue for the organisation to:

- Evaluate the progress of the pilot
- Identify and address any challenges faced by job sharers and supervisors in the course of the pilot
- Compile success factors from job sharers

The table below outlines the tentative checkpoint timeline and a list of suggested questions to be used at each checkpoint. The checkpoint can either be done through email or verbally.

The questions can be modified according to organisation needs.

Checkpoint Timeline	Suggested Questions
#1: first week of pilot	<ul style="list-style-type: none"> • What major challenges have you experienced which have affect your ability to job share? (tick all that applies) <ul style="list-style-type: none"> <input type="checkbox"/> Work coverage/ allocation issues <input type="checkbox"/> Communication issues <input type="checkbox"/> Time logging issues <input type="checkbox"/> Work scheduling issues <input type="checkbox"/> Partner compatibility issues <input type="checkbox"/> Other: _____ <input type="checkbox"/> None • Have you experienced any major challenges as a result of job sharing? • How have you or your supervisor addressed these challenges? • What additional resources or infrastructure do you require to help you job share efficiently?
#2: second week of pilot	<ul style="list-style-type: none"> • Have the resources or infrastructures provided to you been sufficient in addressing the challenges you faced under the job sharing arrangement? If no, state what additional resources you would require • Have you experienced any other challenges affecting your ability to job share since checkpoint #1? • Have you experienced any other challenges as a result of job sharing since checkpoint #1? • How have you or your supervisor addressed these challenges?
#3: end of first month of pilot	<ul style="list-style-type: none"> • Have you experienced any other challenges affecting your ability to job share since checkpoint #2? • Have you experienced any other challenges as a result of job sharing since checkpoint #2? • How have you or your supervisor addressed these challenges?
#4: end of second month of pilot	<ul style="list-style-type: none"> • Have you experienced any other challenges affecting your ability to job share since checkpoint #3? • Have you experienced any other as a result of job sharing since checkpoint #3? • How have you or your supervisor addressed these challenges? • Do you see an improvement in your work-life balance with job sharing?

POST-PILOT SURVEY

The post-pilot survey objective is to gauge the impact of job sharing on employees and employers in these key areas:

1. Productivity levels
2. Work flexibility
3. Team dynamics
4. Employee performance
5. Employee engagement
6. Employee supervision
7. Organisation support

The post-pilot survey should be conducted within 3 days after the end of the pilot project.

JOB SHARING POST-PILOT SURVEY ORGANISATION X

Employee Copy

Thank you for participating in the job sharing working arrangement pilot project for Organisation X. Please take a few minutes to fill out the survey below.

1. Job sharing has positively impacted my **productivity** at work.
 Strongly Disagree
 Disagree
 Agree
 Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways have job sharing **negatively impacted your productivity** at work.

2. Job sharing has offered me the **flexibility** I need to integrate work and life.
 Strongly disagree
 Disagree
 Agree
 Strongly agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate how job sharing was **unsuccessful in providing you with the flexibility to integrate work and life**.

3. My job sharing partner and I **collaborated** well as a **team**.
 Strongly Disagree

- Disagree
- Agree
- Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate why you and your job sharing **partner could not effectively work as a team.**

4. The **KPIs** set at the beginning of the job sharing arrangement were realistic and achievable given my new working arrangement.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways were the **KPIs unrealistic and unachievable.**

5. Job sharing arrangement has not adversely affected my **performance evaluation.**
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways do you think job sharing has **adversely affected your performance evaluation.**

6. Job sharing has not negatively impacted the **teamwork** I share with my colleagues (besides job sharing partner).
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways do you think job sharing has **negatively affected teamwork.**

7. Job sharing has increased my **engagement** levels at work.

- Strongly disagree
- Disagree
- Agree
- Strongly agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways have job sharing **negatively impacted your engagement levels at work**.

8. My organisation management and supervisor were **strongly supportive** of the job sharing arrangement, making effort to ensure that the arrangement works effectively.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what **additional management support would you require** in order for job sharing to work effectively.

9. I would **recommend** job sharing to other employees.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

10. Has job sharing benefitted you in any other way?

11. What were the biggest challenges faced in job sharing, if any?

12. Additional thoughts or comments:

Supervisor Copy

Thank you for participating in the job sharing working arrangement pilot project for Organisation X. Please take a few minutes to fill out the survey below.

1. Job sharing has positively impacted my employees' **productivity** at work.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered "Strongly Disagree" or "Disagree" to the question above, please indicate in what ways do you think job sharing has **negatively impacted your employees' productivity at work.**

2. Job sharing has benefitted my employees, giving them the **flexibility** to integrate work and life.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered "Strongly Disagree" or "Disagree" to the question above, please indicate in what ways do you think job sharing has **unsuccessfully offered your employees with the flexibility to integrate work and life.**

3. It was easy to keep track of my employees' performance against the **KPIs** set at the beginning of the job sharing arrangement.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered "Strongly Disagree" or "Disagree" to the question above, please indicate in what ways have job sharing made it **difficult to keep track of your employees' performance.**

4. The job sharers worked well as a **team**.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways do you think the job sharers **did not collaborate** together as a team

5. My task of **supervising job sharers** was manageable.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways have job sharing made your **task of supervising less manageable**.

6. Job sharing has not negatively impacted the **teamwork** between job sharers and the other employees impacted by the work arrangement.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways do you think job sharing has **negatively impacted the teamwork** amongst employees.

7. Job sharing has increased my employees’ **engagement** levels at work.

- Strongly disagree
- Disagree
- Agree
- Strongly agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways do you think job sharing has **negatively impacted your employees’ engagement levels at work**.

8. I would **recommend** job sharing as an alternative working arrangement for eligible employees.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

9. Has job sharing benefitted your team in any other way?

10. What were the biggest challenges faced in the job sharing arrangement, if any?

11. Additional thoughts or comments:

ISSUES AND MITIGATION ACTIONS

In implementing job sharing, organisations should take into consideration the following list of issues and corresponding mitigation actions that could potentially be a barrier to effective implementation.

Category	Issue	Mitigation Action
Organisational	Management resistance	<ul style="list-style-type: none"> • Develop a business case analysis to justify value and return of job sharing • Develop communication and reference materials to create awareness and educate stakeholders on job sharing and its benefits • Pilot job sharing arrangement with suitable job functions and top talents for a specific period of time to assess feasibility and demonstrate quick-wins to management
Operational	Work schedule confusion	<ul style="list-style-type: none"> • Communicate job sharing schedules through emails or out-of-office notifications to ensure impacted employees and clients knows which job sharing partner to interact with
	Communication discontinuity	<ul style="list-style-type: none"> • Ensure effective communication channels are available for information handover: <ul style="list-style-type: none"> ○ Overlap of work schedules among job share partners ○ Conference calls at the end of the schedule ○ Note-taking/ information logging ○ Copying of job sharing partner in all related communications
	Unclear job responsibilities	<ul style="list-style-type: none"> • Ensure job sharers complete the Job Sharing Agreement Form so task allocations are clearly defined • Ensure supervisors have allocated tasks evenly between job sharers
	Reduced productivity levels	<ul style="list-style-type: none"> • Establish clear handover process to ensure work can be seamlessly picked up and continued by job sharing partner • Establish clear KPIs to be achieved by each job sharer individually and collectively • Ensure supervisors are adequately trained to manage job sharing teams effectively
	Non-compliance or abuse of job sharing policies	<ul style="list-style-type: none"> • Communicate clearly and obtain consent on terms and agreements of job sharing from job sharers • Enforce disciplinary action if policies are breached
Social	Perceived lack of career advancement opportunities	<ul style="list-style-type: none"> • Establish clear career progression pathways and opportunities for job sharers
	Unconscious bias and perception of job sharers as less committed to their jobs	<ul style="list-style-type: none"> • Conduct trainings for supervisors to create awareness of and address any unconscious bias against job sharers • Communicate the implementation of job sharing, its objectives, benefits, what it is and what it is not

	Isolation of job sharers	<ul style="list-style-type: none">• Ensure frequent communication and inclusion of job sharers in the organisation’s social events• Conduct department meetings and business discussions at times when all job sharers are at the workplace
	Non-job sharer dissatisfaction	<ul style="list-style-type: none">• Ensure clear employee value proposition is available for employees who are not eligible for job sharing due to the nature of their jobs

APPENDIX 1 – JOB SHARING WORK ARRANGEMENT PROPOSAL FORM

This form is used for the purposes of requesting, reviewing and modifying job sharing work arrangement.

To be filled by the employee:

Employee Name : _____
 Job Title : _____
 Employee ID : _____
 Employee Email : _____
 Department : _____
 Supervisor's Name : _____
 Supervisor's Email : _____
 Proposed Start Date : _____

Proposed **job share partner**, if applicable:

Name : _____
 Job Title : _____
 Email : _____

Please fill out the proposed work hour schedule over the course of **two weeks**.

Note that it is organisation policy that each job sharer must complete a total of **40/ 48 hours** of work every two weeks.

Week One	Start Time	End Time	Daily Hours
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Week Two	Start Time	End Time	Daily Hours
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Total Hours			

What is/ are the reason(s) for you choosing to job share?

How will you allocate tasks between yourself and your job share partner?

How and when will you handover work information to your job share partner?

How will you and your job share partner ensure that service delivery will not be compromised?

To be filled by the supervisor:

Job sharing arrangement for _____ is

- Approved
 Rejected

If approved, the employee will be able to start their job sharing arrangement at the proposed date of _____.

If rejected, state the reasoning as to why the employee is not eligible for the job sharing arrangement:

I understand that my employment contract will be amended to reflect this new working arrangement.

I understand that the job sharing working arrangement is subjected to the discretion of my supervisor and head of department and may be suspended and terminated depending on business needs.

I understand that in the case of my job sharing partner deciding to terminate his/ her employment in this organisation, this position will revert into either a part-time or full-time position.

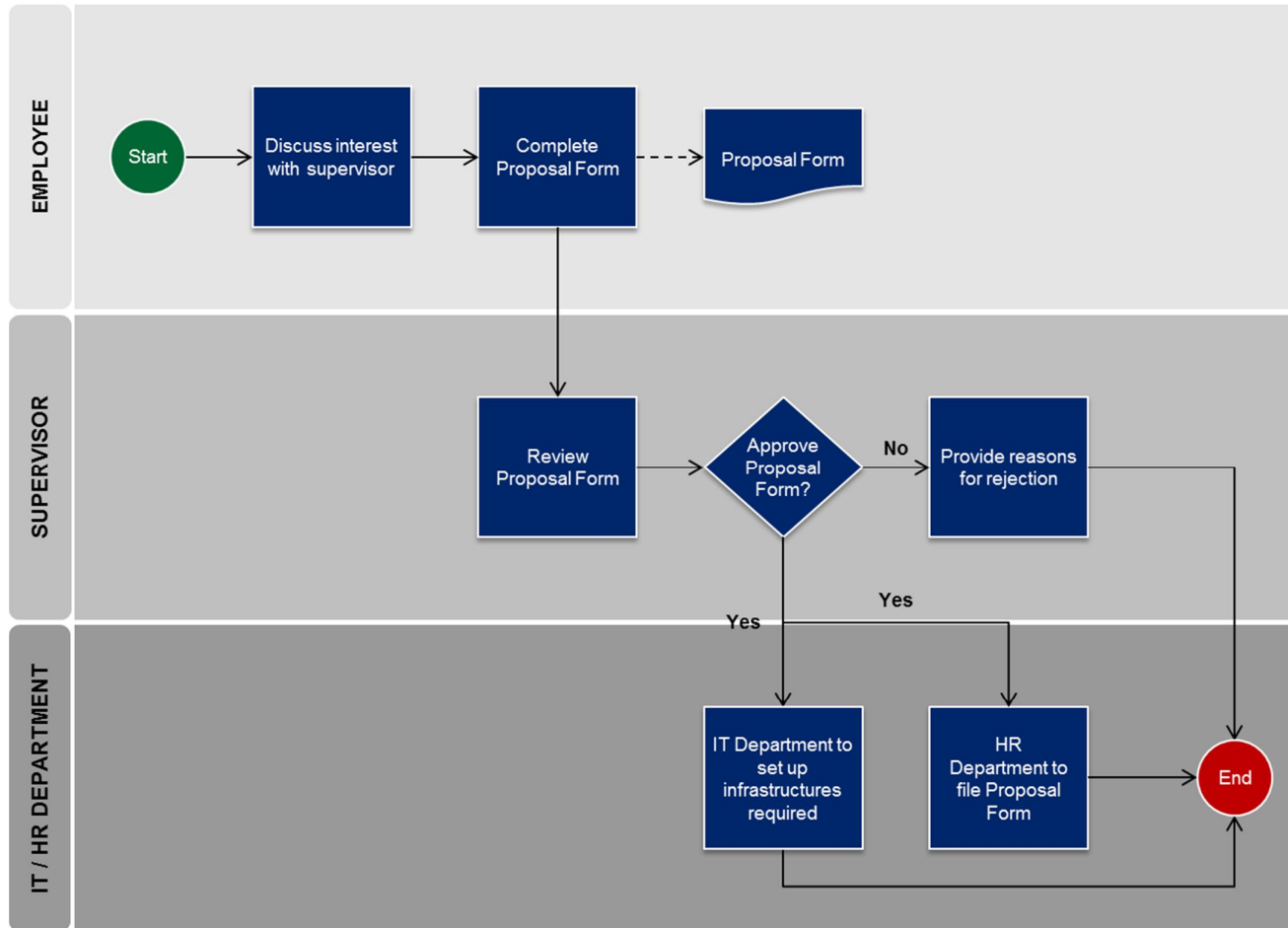
Employee Signature : _____

Employer Signature : _____

Document Date : _____

APPENDIX 2 – JOB SHARING WORK ARRANGEMENT APPLICATION AND APPROVAL PROCESS

The following process is to be used in facilitating the application and approval process for a job sharing work arrangement in the organisation.



APPENDIX 3 – JOB SHARING WORK ARRANGEMENT PROPOSAL STORAGE SYSTEM

The following outlines the different options to be used in the storing of the Job Sharing Work Arrangement Proposal Form, depending on the resources available in each organisation.

- a) Storage of online forms in an online repository
 1. Integrate HR webpage dedicated to the job sharing working arrangement application procedures
 2. Completion of Job Sharing Work Arrangement Proposal Form by employees online
 3. Approval or rejection of Job Sharing Work Arrangement Proposal form by employers on line
 4. Storage of processed Job Sharing Work Arrangement Proposal Forms in the back-end repository for future reviews

- b) Storage of manual forms in a document filing system
 1. Completion of Job Sharing Work Arrangement Proposal Form by employees in hardcopy
 2. Approval or rejection of Job Sharing Work Arrangement Proposal form by employers in hardcopy
 3. Storage of processed Job Sharing Work Arrangement Proposal Forms in document filing system

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