



# JOB SHARING

TOOLKITS FOR FLEXIBLE WORK ARRANGEMENTS

# What is Job Sharing?

Job Sharing is an arrangement that provides flexibility in working schedule. The scheduling method allows two different employees (job sharers) to perform the task of one full-time position.

## 01 | Split Day

Each job sharing partner works 4 hours per day in a standard 8-hour working day

JOB	MON	TUE	WED	THURS	FRI
1	4hrs	4hrs	4hrs	4hrs	4hrs
2	4hrs	4hrs	4hrs	4hrs	4hrs

## 02 | Split Week

Each job sharing partner works 2.5 days each week

JOB	MON	TUE	WED	THURS	FRI
1	[Bar]				
2			[Bar]		

## 03 | Simultaneous For Two To Three Days Per Week

Each job sharing partner works 2 days and 3 days respectively

JOB	MON	TUE	WED	THURS	FRI
1	[Bar]				
2				[Bar]	

## 04 | Overlapping Week

Each job sharing partner works 3 days each week with one day overlap

JOB	MON	TUE	WED	THURS	FRI
1		[Bar]			
2			[Bar]		

JOB	MON	TUE	WED	THURS	FRI
1		[Bar]			
2	[Bar]				[Bar]

# Success factors for Job Sharing

## 01




Job sharers must demonstrate good team work and the ability to accommodate and complement the working style of another person.



## 02

Clearly defined and communicated expectations between and towards job sharers through a Job Sharing agreement.

# Possible challenges and mitigation actions for implementation

Challenges	Description	Mitigation Actions
 <p><b>Compatibility of job sharers</b></p>	<ul style="list-style-type: none"> <li>• Mismatch in the personality and working ethos between job sharers might result in miscommunication.</li> <li>• This could potentially affect expected work productivity.</li> </ul>	<ul style="list-style-type: none"> <li>• Managers should factor in the degree compatibility of job sharers when approving the Job Sharing arrangement.</li> <li>• Develop a clearly defined Job Sharing agreement to mitigate miscommunication-related issues.</li> </ul>
 <p><b>Effective collaboration</b></p>	<ul style="list-style-type: none"> <li>• Job sharers may find it challenging to maintain constant communication required to keep one another informed about scheduling and status of shared work.</li> </ul>	<ul style="list-style-type: none"> <li>• Create online platforms (i.e. Sharepoint) where job sharers may store all documents, that is accessible by other job sharers to facilitate effective collaboration between each other.</li> </ul>
 <p><b>Social loafing</b></p>	<ul style="list-style-type: none"> <li>• Job Sharing may lead to social loafing, in which one or both employees leave the work responsibility to the other, especially if the job is evaluated jointly and output is undifferentiated from each sharer.</li> </ul>	<ul style="list-style-type: none"> <li>• Formally log the hours worked, as well as monitor the status of work progress during each part of the sharing period.</li> </ul>

# Who can benefit from it?

Employers who wish to meet the following business objectives:



Retention of skilled employees who cannot work full-time due to personal needs



Ensure coverage for a position where no full-time employee is available

Employees who meet the following criteria:



Part-time employees, or full-time employees who wish to convert to a part-time employment



## SPOTLIGHT: Two is better than One

At least one overlap day can help the job sharers communicate information, and brief each other on tasks and issues.

# Key components of the policy



## Purpose

Outline the objective behind implementing Job Sharing in line with the business goals and employees' needs.



## Eligibility

Specify the target group who is eligible to apply for Job Sharing, taking into consideration various factors (e.g. department, job type).



## Types of FWAs

Define Job Sharing, and the different options and work schedules allowed within Job Sharing.



## Performance Management

Clarify that the performance management process may be joint or individual depending on the type of Job Sharing.



## Compensation and Benefits

Clarify that salary, compensations and other benefits should be revised according to the job scope.



## Policy Review

State how frequently the policy should be reviewed by HR (e.g. quarterly or annually) and that it may be amended or terminated if it does not comply with the business needs.

At TalentCorp, we help companies to get started on implementing Flexible Work Arrangements (FWAs). Our team provides **advisory support and sharing of best practices** to help companies manage FWAs challenges, both organisational and people. Whether it's to **implement, enhance, or promote FWAs for your company**, we can support to **deliver a solution that is customised to your business and people needs**.

**Want to kick-start your FWAs journey?**

Connect with us through email at [flexworklife@talentcorp.com.my](mailto:flexworklife@talentcorp.com.my)

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