

# **JOB SHARING**

## **IMPLEMENTATION GUIDE**



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# What Is Job Sharing?

**Job sharing** is a Flexible Work Arrangement (FWA) where two or more persons share responsibilities of one full-time job. The job may be divided by function, geography, time or workload. Job sharing requires proper handover between employees on the job sharing arrangement.

## EXAMPLES

Employee shares partial workload with a new hire



Two employees each share partial workload with new hire



Employee shares a partial of workload with existing employees



### DID YOU KNOW?

Job sharing differs from part time jobs, which are self-contained jobs with less than 35 hours of work per week.

However, a full time job can become a part time job after job sharing.

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# Business Case For Job Sharing



## EMPLOYEE

- Greater Work-Life Integration
- More Time for Upskilling
- Help Employees Retain Skills/Experience



## EMPLOYER

- Increase Employee Productivity by up to 30%<sup>1</sup>
- Cost Savings from Hiring by up to 20%<sup>2</sup>
- Improve Company Branding
- Tap on a Wider Pool of Capabilities



## HUMAN RESOURCE

- Reduce Voluntary Turnover by 20%<sup>3</sup>
- Improve Succession Management
- Improve Talent Attraction
- Improve Staff Morale and Reduce Absenteeism<sup>4</sup>

### Footnote:

<sup>1</sup> Source: The Job Share Project by Capability Jane

<sup>2</sup> Source: Companies find job-sharing can be a two-way benefit by Christian Science Monitor

<sup>3</sup> Source: The Job Share Project by Capability Jane

<sup>4</sup> Source: Flexible Work Arrangements: The Fact Sheet by Georgetown University Law Center

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# Job Sharing Implementation

**01**

**> PREPARE FOR JOB SHARING**

**02**

**> ENGAGE STAKEHOLDERS<sup>1</sup> ON JOB SHARING**

**03**

**> SUSTAIN JOB SHARING ARRANGEMENTS**



<sup>1</sup> Stakeholders refer to employees involved in Job Sharing, supervisors and co-workers

A man in a dark suit, white shirt, and grey tie is smiling and gesturing with his hands while talking to another man whose back is to the camera. The background is a blurred office setting.

**01**  
**PREPARE**  
**FOR JOB SHARING**

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# Prepare For Job Sharing

**1** Identify list of jobs which can be shared by function, geography, time or task

**Tips!**

*Understand various components of a job (aims, tasks, outcomes and responsibilities) through conversations with job holders, supervisors and co-worker*

**2** Make changes to current work arrangements to integrate job sharing as needed

**3** Arrange for existing employees and/or recruit new hires to take on additional workload

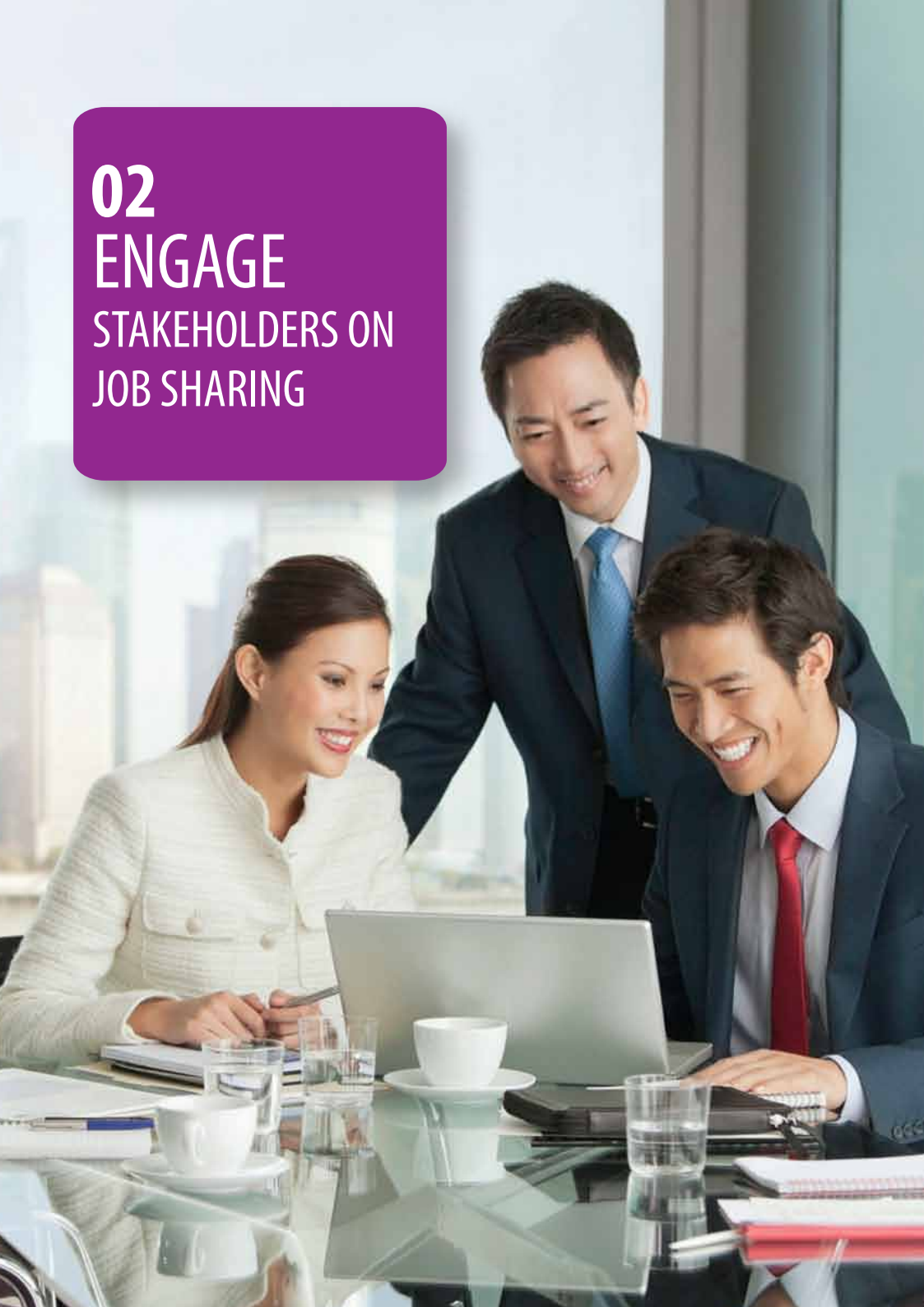
**DID YOU KNOW?**

You can learn more about jobs using the SkillsFuture Skills Framework.

02

## ENGAGE

STAKEHOLDERS ON  
JOB SHARING





# Engage Stakeholders On Job Sharing

**1** Communicate job sharing arrangements and FWA policy to supervisors, employees involved in job sharing and other co-workers

*Tips!*

*Sample FWA Policy can be found on page 20 and page 21*

**2** Issue an addendum letter for employee on job sharing

*Tips!*

*Sample Addendum can be found on page 19*

**3** Explain to employee(s) with additional workload and other co-workers how job sharing is beneficial

**4** Ensure that employees involved in job sharing and supervisors are clear about roles and responsibilities to achieve work outcomes

## **DID YOU KNOW?**

Employees usually use job sharing for 2-3 years.



**03**

**SUSTAIN**

**JOB SHARING**

**ARRANGEMENTS**

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# Sustain Job Sharing Arrangements

1

Arrange/Fix regular check-in timeslot between employees involved in job sharing and supervisor

2

Set up direct communication channels to HR to ensure employees involved in job sharing are supported

3

Study issues that may affect job sharing and make preparations for business exigencies

4

Review current job sharing arrangement and learn from good practices to make future job sharing more effective

## Tips!

*Allow employees involved in job sharing to make adjustment to work arrangements*

## DID YOU KNOW?

Regular communication with employees increases the company's engagement levels, which improve business outcomes.

A person wearing a dark suit and glasses is shown from the side, shaking hands with another person. The background is a bright blue sky with soft, white clouds. The person's face is partially visible on the left side of the frame.

# SUCCESS CASES

- OSO Ristorante
- Federal International (2000) Ltd
- Nanyang Academy of Fine Arts



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# Success Case 1

## OSO Ristorante

### ACTION

**Oso Ristorante** was looking at job arrangements to better tap on the experiences of a pioneer elderly worker who wanted to retire. The primary job that was shared was an executive crew role. This executive crew role deals with all matters inside the kitchen and also housekeeping duties. The role reports directly to the restaurant manager and executive chef.

The HR manager worked with the executive chef and employees involved in job share to carefully split the tasks in the job. As such, the job sharer passed on 50% of her workload to the job sharee.

### IMPACT

The job sharing arrangement allowed the elderly employee to remain gainfully employed while also teaching the new employee skills and knowledge required. In addition, it provided succession planning for the company.

*“She (The Job Sharer) had worked with us for the last 12 years. It was unfortunate that she was growing old and wanted more rest. However, from a business angle, job sharing was perfect. The service, kitchen and HR team came together to discuss on how we could continue to retain our people who has contributed to our past successes and cater to their requirements at their times of needs. Hence, through reviewing our processes – the team came up with splitting the tasks and yet bringing the people together.*

*Every executive crew role is an important job in our operation. With job sharing, we managed to retain our employee. We are looking to other forms of suitable job sharing when the opportunity comes.”*

**GM/ Executive Chef**

*"I am happy that the company continues to employ me. At a certain age, it is really tiring to work full time and give 100%. With job sharing, I can now work lesser, earn enough and yet give 100% of my efforts in the shorter time spent at the restaurant."*



***Job Sharer***

*"I felt very happy to be on job sharing knowing that I will be learning from someone with a lot of experience. Importantly, it was seamless too as my duties for each task was clearly delineated. She (The Job Sharer) also became a friend and mentor beyond the job sharing."*



***Job Sharee***

*"We were very glad that the job sharing arrangement went well. My main learning point was to understand the job and its tasks and to ensure that both parties are willing to work with and learn from one another. It is also important that everyone keeps communications open so as to improve the arrangements and come up with win-win solutions."*

***Human Resource Manager***

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# Success Case 2

## Federal International (2000) Ltd

### ACTION

A Finance Manager from **Federal International** applied for job sharing to care for her family matters. As a Finance Manager, she reported to the Chief Financial Officer (CFO). She had worked for 2 years and was an invaluable asset to the company.

The Management allowed for job sharing where 20% of the work, mainly management reporting, was transferred to her colleague. During the period of job share, she and her colleague set regular meeting periods to ensure that the management reports were done correctly. The CFO also provided guidance. As such, the finance manager on job sharing worked fewer hours and took a pay cut accordingly. After 2 years, she decided to be back on full load and had her salary restored. She was subsequently promoted.

### IMPACT

Employee who took on the additional task learnt new skills while Federal International developed a stronger bench strength in the finance department. Employee on job sharing also managed to take time off to care for her family.







*"Job sharing was initiated in Federal Group in year 2013. We began to promote it actively and developed a wide range of flexible work options as part of Federal's Employer of Choice initiatives. Since then, 3 employees wanted to reduce their hours and it worked well for both the employer and employees.*

*We have seen improvements in retention of employees, lower stress and more effective workers. This also lead to greater bench strength.*

**General Manager**

*"Having a team to manage, my role would have been more difficult if I had worked 3.5 days a week by myself and not job share. My employer's support for flexible working and the willingness to experiment with us to make the model work was a big factor in my decision to remain in the workforce.*

*I was converted to a part-time employee for nearly 2 years. The main challenge was that I still have to oversee and manage things though the tasks had been shared. Over time, as trust was built, my colleagues took on the task. It allowed me to devote myself fully to both my career and family during that period of time.*

*I felt very fortunate that the company had such practices and retained me. Without flexible work arrangement, I would not have been able to achieve work life balance."*

**Job Sharer**

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# Success Case 3

## Nanyang Academy of Fine Arts

### ACTION

The **Nanyang Academy of Fine Arts (NAFA)** believes that people are its greatest asset and to reinforce one of NAFA's core values of 'Care', it already has in place several employee support schemes such as flexible work arrangements. Many employees have benefitted from these schemes. One of them is Ms Jessica Kyla Ong, Manager of Corporate Relations and Outreach Office, who is currently on a job sharing arrangement. Management had evaluated Jessica's request for a 4-day work week and made alternative arrangements for her administrative tasks to be shared.

### IMPACT

The management had evaluated Jessica's request and felt the need to be empathetic and supportive towards her family commitments. Management recognises that in the long term, this would lead to a happier and more engaged workforce.





*"It's been a real blessing. I get to spend more time with my daughter and relieve my elderly parents who look after her while I'm at work."*



**Ms Jessica Kyla Ong**  
**Job Sharer**

*"Colleagues also value the trust given to them by management and may want to contribute to the organisation even more. They feel a sense of pride working for a progressive employer."*

**Ms Sim Choo Lee**  
**Head of Human Resource, NAFA**

*"Work-life friendly practices are a vital part of our efforts to build a workforce that is happy and engaged."*

**Mr Chia Mia Chiang**  
**President, NAFA**

# Pre Job Sharing Readiness Assessment (For Employers)

Score each of the following using the scoring system as follows:

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Statement	Score
I believe that through job sharing, employees will still be able to perform the job well while balancing their family responsibilities	<input type="text"/>
I believe that older employees who wish to remain active professionally while working fewer hours would benefit from job sharing	<input type="text"/>
I have jobs which I can split by load and/or time	<input type="text"/>
I have employees who I know is asking for lesser working load and/or hours	<input type="text"/>
I believe colleagues of employees on job sharing are willing and able to support this FWA	<input type="text"/>
I believe supervisors of employees on job sharing are willing and able to support this FWA	<input type="text"/>
I believe HR is willing and able to support job sharing	<input type="text"/>
I believe that administratively, we have the resources to support job sharing	<input type="text"/>
I believe job sharing is overall beneficial to my organisation	<input type="text"/>
I believe job sharing is overall beneficial to my employees	<input type="text"/>

**If you score  
40 to 50**

Ready for job sharing. Sign up with SNEF/NTUC for available grants and advisory services.

**If you score  
30 to 39**

Can do job sharing. May need some help with certain processes. Do sign up with SNEF/NTUC for available grants and advisory services.

**If you score  
29 and below**

May wish to understand job sharing better. Please speak with SNEF/NTUC if you wish to understand more.

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# Sample Addendum To Employment Contract (Optional)

## 1. ADDENDUM TO CONTRACT OF EMPLOYMENT

This Addendum accompanies and provides varied terms to the Contract of Employment between \_\_\_\_\_ (Name of EMPLOYER) and \_\_\_\_\_ (Name of EMPLOYEE) on \_\_\_\_\_ Date of the Original Contract) mutually agreed.

## 2. JOB SHARING

The employee in this addendum agrees to:

- Sharing part of his / her job with existing and / or new employee(s) and as such, the working hours reduces from ( ) hours per week to ( ) hours per week.
- As a result of reduced working hours, the salary and / or benefits will also be reduced proportionately as per Appendix to this Addendum.

## 3. CONFIDENTIALITY

I acknowledge that I have read this Addendum or it has been read to me. I understand and accept the terms and conditions set out within it, and that this Addendum, together with the Original Contract, form the contract of Employment between:

Signed by \_\_\_\_\_  
(Signature of EMPLOYEE)

Signed by \_\_\_\_\_  
(Signature of EMPLOYER)

On \_\_\_\_\_  
(Date)

On \_\_\_\_\_  
(Date)

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# Sample FWA Policy - Page 1

## (Optional)

### Introduction

This policy aims to encourage staff to consider flexible work arrangements. The organisation is committed to implementing any flexible work arrangements which are suitable to the organization, provided that the needs and objectives of both the organisation and the employee can be met. An employee who may benefit from flexible work arrangement is encouraged to contact HR Department or Immediate Supervisor to arrange for an informal discussion to talk about the options.

### What Is Flexible Work Arrangement?

Flexible work arrangement is any type of working arrangement that gives some degree of flexibility on how long, where and when an employee works. It can be temporary or permanent in nature.

### Types of Flexible Work Arrangement

- Staggered time is an arrangement where employees can vary their daily start and end times to suit their work and personal commitments.
- Compressed work schedule is an arrangement in which an employee works full-time hours, e.g. 40 hours in a week, in fewer than the normal number of days per time period.
- Telecommuting is an arrangement in which the job is performed at a location other than the workplace using information and communication technologies.

- Part-time work is an arrangement in which employees work reduced hours on a regular basis. Part-time employees normally work less than 35 hours in a week, including those who work less than a full day all week or only some days per week.
- Job sharing is an arrangement where two or more persons share responsibilities of one full-time job. The job may be divided by function, geography, time or workload. Job sharing requires proper handover between employees on the job sharing arrangement.

### The Needs of The Organisation

The organisation is committed to providing a range of appropriate working patterns. However employees need to be realistic and to recognise that not all flexible working options will be appropriate for all roles. Where a flexible work arrangement is proposed, the organisation will need to take into account a number of criteria including (but not limited to) the following:

- the costs associated with the proposed arrangement
- the effect of the proposed arrangement on other staff
- the need for, and effect on, supervision
- the existing structure of the department
- the availability of staff resources
- details of the tasks specific to the role
- the workload of the role

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# Sample FWA Policy - Page 2

## (Optional)

### **Eligibility**

Any employee with at least one year of employment service is able to request for flexible work arrangement.

### **Submitting a Flexible Work Arrangement Request**

An eligible employee is entitled to submit the flexible work arrangement request to HR Department through Immediate Supervisor, subject to approval from Head of Department and Senior Management Team. All requests must be made by email or letter. Any request made must include:

- the date of the application
- the reason(s) for the request (the reason(s) cited need not solely be from employee's perspective and can be from employer's perspective as well)
- the changes that the employee is seeking to their employment terms and conditions
- the date from when the employee would like the proposed change to come into effect
- what effect the employee thinks the requested change would have on the organisation

If an application does not contain all of the required information, HR Department will explain to the employee what additional or amended information they need to provide and ask the employee to resubmit the request.

### **Meetings Regarding Flexible Work Arrangement**

Upon receiving a written request for flexible work arrangement, HR Department will usually seek to arrange a meeting with the employee to:

- discuss the request
- find out more about the proposed working arrangements
- how it could be of benefit to both the employee and organisation

A meeting will be held within 21 days of the organisation receiving the request. This time limit may be extended with the agreement of both the employee and HR Department. Where a request can, without further discussion, be approved as stated in the employee's written application, a meeting to discuss the request may not be necessary.

### **Responding To A Flexible Work Arrangement Request**

HR Department will consider the proposed flexible work arrangements, looking at the potential benefits, and adverse effects, to the employee and to the organisation in implementing the proposed changes. Each request will be considered on a case-by-case basis. Agreeing to one request does not set a precedent or create the right for another employee to be granted a similar change to their working pattern. The employee will be informed in writing of the organisation's decision as soon as is reasonably practicable.

# Useful Contacts

**MOM enhanced the Work-Life Grant (WLG) on 1 July 2018 to encourage adoption of FWAs.**

**Under WLG, each company receives funding support of up to \$105,000 over two years.**

**You may wish to contact our Programme Partners NTUC-e2i and SNEF for more details:**



## NTUC-e2i

**Hotline**  
6474 0606

**Email**  
followup@e2i.com.sg

## SNEF

**Hotline**  
6290 7694

**Email**  
workpro@snef.sg



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# Frequently Asked Questions

**Q1: Do I need to issue a job sharing contract for job sharers?**

**A1:** It is not a requirement for employers to do so. However, an addendum letter to the current employment contract is helpful in bringing more clarity to employees on job sharing.

**Q2: Can we cancel job sharing after it is approved?**

**A2:** Both the employer and job sharers can request to withdraw from job sharing, but it is advisable to speak with the parties involved (i.e. supervisor, job sharers, and HR) to explore possible changes or other FWAs, before withdrawing.

**Q3: How should an employer go about appraising or promoting job sharers? Would employer need to promote both employees together?**

**A3:** Employers should follow their own performance evaluation methods available in the company. In appraisal, supervisors and HR should still evaluate performance of the job sharers against key result areas and competencies.

**Q4: How should an employer go about adjusting salaries for job sharers who share 30% of their job?**

**A4:** Employers should discuss with the job sharer, and may reduce salaries proportionately. Some employers may also choose not to reduce salaries at all due to the benefits of job sharing.

**Q5: How should employers go about adjusting statutory benefits for employees on job sharing?**

**A5:** Employers can take reference from the Employment (Part-Time Employees) Regulations, where appropriate.

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# Jobs and Job Families

Jobs suitable for sharing have clear aims and accountabilities. They can be split by Function, Geography, Time and Task. Some of the possible job families includes:

- **Communication**
- **Sales and Marketing**
- **Research and Development**
- **Finance**
- **Office Administration**
- **Information Technology**
- **Legal**
- **Human Resource**





**SNEF**



MINISTRY OF  
MANPOWER