



Glenmere Community Primary School

Job share Policy (incorporating Co-Headship)

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Version Control:

- Minor adjustments should be indicated by changing the number after the full-stop and will not change the adoption date. Such changes will be noted, and approved by Trustees using the Review History

Policy developed by



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- More significant adjustments should be indicated by changing to the next whole number (i.e. version 1.12 would move to version 2.0 after a significant change) and would then need to be formally adopted.

Review History

Date	By	Changes Made	Approved by Trustees

This document applies to all staff working at Glenmere, and sets out the approach to be taken by the Trust and its member schools to dealing with job-share arrangements involving:

- Flexible working requests where:
 - An employee, including the Head teacher, requests to reduce their hours of work, requiring a job-share arrangement to be considered to fill the remaining hours; or
 - A job share arrangement is proposed by 2 or more existing employees.
- A recruitment situation:

Where appropriate, the school may also invite applications from individuals wishing to work under a job share arrangement and will fully consider requests where:

 - A job-share arrangement is proposed by 2 or more applicants; or
 - An applicant for a full-time post has requested to work on a part-time basis so a job-share arrangement is required to fill the remaining hours of a vacant post.

This document outlines the key points which Governors and school leaders will take into consideration when managing all requests for job share/Co-Headship arrangements, or where an existing employee (including the Head teacher) requests to reduce their hours which will result in a job-share arrangement.

This document should be read in conjunction with the Trust's Right to Request Flexible Working Policy.

For the purposes of this policy all references to school include each individual school within the Trust and the Trust itself in respect of central staff. Where reference is made to "job share" this will include all job share arrangements including Co-Headship.



What is a Job-Share/Co-Headship Arrangement?

- 1.1. A Job share arrangement is a form of flexible working involving two or more employees who share **all** of the duties and responsibilities of one full-time post, either on a permanent or fixed term basis.
- 1.2. All employees who meet the relevant qualifying criteria have the right to request flexible working. Under the Flexible Working Regulations, an employee can request to change:
 - The number of hours they work;
 - The times that they work; and/or
 - Their place of work (e.g. to work from home, where the duties of the job will permit this type of working)
- 1.3. The school recognises the benefits that offering flexible working can bring to the organisation and may also consider requests from those employees/job applicants who do not meet the qualifying criteria.
- 1.4. Each member of the job share partnership will undertake the same type of work for their share of the working hours and as such no elements of the post should be lost as a result.
- 1.5. **Benefits**

Job share arrangements may bring about benefits to both the school and its employees by:

 - Increasing the number of potential applicants for vacant positions;
 - Attracting talent and increasing the knowledge and skills of the school's workforce by bringing in extra expertise;
 - Offering improved work life balance allowing employees to work more flexibly to suit their lifestyle;

- Succession planning and supporting the continuity of teaching, learning and leadership within the school;
- Retaining experienced employees by encouraging those close to retirement to remain in post on reduced hours;
- Providing a more creative and collaborative workforce and/or leadership team where job-share partners possess different strengths, abilities and expertise;
- Demonstrating the school's commitment to the wellbeing of its staff, resulting in the school becoming an employer of choice and assisting with the future recruitment and retention of its employees.

1.6. Examples of job share arrangements can be found in Appendix 1



Roles

- 2.1. Requests for job share arrangements from new or existing support staff or teachers will be considered by the Head teacher.
- 2.2. Requests involving the Headteacher moving to a co-headship arrangement will be managed by the Chair of Governors and the CEO, in accordance with the Trust's scheme of delegation. Care will be taken to ensure that the co-headship arrangement does not exceed 1.0 FTE.



Considerations for School Leaders / Governors / Trustees

- 3.1. Job-share arrangements will be fully considered before a final decision is made to either agree or reject a request.
- 3.2. When considering such requests, the school will take into consideration the following:
 - How the arrangement will meet the current and future priorities of the school, taking into consideration any improvement/developmental work priorities;
 - How the proposed working arrangement will meet the needs of the school and provide the best quality and standards of education for pupils;
 - Whether the arrangements have an additional/detrimental financial impact on the school budget, and if so whether this can be justified. (NB. In many cases there would be little or no increase in costs: e.g. where a full-time, experienced Head Teacher at the top of their salary range reduces their hours and a less experienced job share partner is appointed on a lower point in the salary scale).
- 3.3. Once a decision has been made to implement a job share arrangement, the school leaders/ Governors/Trustees, in consultation with the job share partners, will agree the hours or work and the division of duties and responsibilities of each partner. In cases where more than one school is affected by the arrangement, the Chair of Governors from both schools will be involved. Arrangements put in place will meet the needs of the job share partners, the needs of the school(s), its employees, pupils and other relevant stakeholders.
- 3.4. Other factors to be considered include:
 - The number of days each employee in the job-share arrangement will work and when;
 - How the duties and responsibilities will be arranged/covered between the individuals, ensuring that the job-share partners undertake all aspects of the role;

- The division of INSET/training days, parents evening and team meetings;
- Reporting arrangements, including who will be responsible for the line management of the job share partners, and who performance management will be undertaken;
- For posts involving line management of other employees, how this will take place, how performance management be divided between the post holders and how will staffing issues be dealt with;
- How communication and effective handover between the post holders will take place. For example, there may be occasions where there is an overlap of the hours worked to enable the effective operation of the job-share partnership. However, this may not always be possible due to time and the school's financial constraints and therefore alternative options for handover may need to be considered (e.g. an agreement by the job share partners to contact each other in their own time, the use of a handover book ,or, where appropriate joint PPA time);
- How any conflict between the job share partners will be dealt with.

3.5. For co-headships, the school will ensure that all the duties (including statutory duties) of a Head teacher are covered on a full-time basis and that the split of the roles fully meets the needs of the school and its long-term aims and objectives, as set out in the School's Development Plan.



Appointment Process

4.1. For vacant posts within the school the recruitment process will be as follows (for a co-headship, the process will be delegated to a recruitment panel and normal recruitment procedures continue):

- Prior to advertising, a review of the job description and person specification for the post will be undertaken to ensure they are up to date and fit for purpose. The job description for all job share/co-headships will be that of the full-time post;
- Where the school is willing to consider a job share arrangement, the job advert will state that job-share arrangements will be considered and will outline the arrangements for applying;
- Where a job share is proposed by two applicants, both parties must:
 - Complete separate application forms, statements of suitability and covering letters (details will be clearly stated in the job advert);
 - Make it clear that they are applying as a job-share arrangement;
 - Be assessed separately by the shortlisting panel;
 - Where both partners are shortlisted they will both be invited for interview. Where only one partner is shortlisted, that individual will be given the option to continue to the interview stage alone or withdraw their application from the recruitment process.
- Candidates will initially be interviewed separately;
- Depending on the role, some elements regarding experiences, strengths, behaviours and technical/professional skills will be tested by a further joint interview or discussion which will also consider their suitability as a job share pairing. Alternatively, if the interview process includes a presentation, job share partners will be invited to give a joint presentation. Extra time may be required for the presentation to allow both applicants to participate fully.

4.2. Following the interview:

- where both job share partners rank 1st and 2nd in the scoring they will be offered the role on a job-share basis;
- Where one partner is ranked as the 1st candidate, and the individual with whom they have applied is considered appointable but scores less than another candidate in the process, the panel has the

discretion to offer the role as a job share, provided that the combined average score of both candidates puts them at the top of the rank order;

- Where one partner is ranked as the 1st candidate but the individual with whom they have applied is not considered appointable then the top performing partner will be offered the post as a full-time position. If they decline the full-time role and the role cannot be undertaken on a part-time basis, the post will be offered to the next appointable candidate as indicated by the interview scoring.

- 4.3. For all appointments the recruitment process will be applied as thoroughly and rigorously as recruitment processes for full-time position. Each applicant will be assessed and interviewed according to normal recruitment and selection procedures. Only candidates considered appointable will be offered a position within the school.



Job Share Requests (Existing Employees)

- 5.1. Where two existing employees submit a request to share a job, this will be fully considered by the school. Where this would create a vacancy within the school, the job share arrangement cannot commence until recruitment to the remaining vacant position has been completed.
- 5.2. Where an existing employee submits a flexible working request to move to part-time working, please refer to the Flexible Working Policy.
- 5.3. Where a flexible working request has been made, the school will ensure that all options to meet that request have been fully considered before any decision to accept or reject an application is made. This may include an attempt by the school to recruit a suitable job share partner externally to fill the remaining part of the job share.
- 5.4. Where agreement regarding the job share arrangements cannot be reached or where no suitable job share partner can be found, the only option may be for the post holder to continue to work on a full-time basis.
- 5.5. Where a job share arrangement can be accommodated, the following sections of the policy should be considered and implemented as appropriate.



Pay and Conditions

- 6.1. Each job share partner will have the same job title and job description.
- 6.2. School leaders/Governors/Trustees will need to agree with each post holder their roles and responsibilities and the division of responsibilities should be clearly documented. Where necessary, an addendum may be added to the job description to specify the division of responsibilities between the job share partners.
- 6.3. Conditions of service will be in accordance with the School Teachers Pay and Conditions Document and the National Conditions of Service for teachers and the National Joint Council for Local Government Services, Pay and Conditions of service for support staff.
- 6.4. Each job share partners will be issued with an individual contract of employment which will explicitly set out the requirements where one of the job share partners leaves employment or secures an alternative role in the school.

- 6.5. **Co-Headship partners** do not need to be paid the same amount, but they will be paid within the same Individual School Range (ISR). (NB. The ISR attaches to the school not an individual, so there cannot be two different ISRs).
- 6.6. Pay, benefits and leave entitlement for job share partners will be allocated on a pro-rata basis depending upon the individual job sharer's hours of work.



Hours of Work

- 7.1. The division of hours worked will be agreed with the job share partners and their manager. Arrangements may involve a 50:50/60:40 division of the working week, although the job share partners hours may overlap at some point during the working week.
- 7.2. For teachers, they will be required to cover the 10 sessions of the week (a session being a morning or an afternoon).
- 7.3. PPA time: Teachers will have their own entitlement to PPA time, totalling no less than 10% of their timetabled teaching time. Arrangements for taking PPA time should be agreed between the manager and job share partners.
- 7.4. There are expectations that job share partners will maintain regular and consistent communication with each other to ensure that the role is fulfilled to the best possible standards and each partner must be committed to the combined high level performance of the role.



Training and Development

- 8.1. Each Job share partner must have equal access and opportunity to training and development activities.
- 8.2. Where any part of an activity falls outside the job sharer's normal working hours, additional payment may be made for attendance on the course at the discretion of the Headteacher/Governors/ Trustees.



Performance Management

- 9.1. Job share teachers will receive the same Performance Related Pay considerations as full-time colleagues.
- 9.2. In order to recognise individual performance, the school will carry out separate Performance Management reviews with each job-share partner. **For co-headships this will involve input from the CEO in an advisory capacity.**
- 9.3. At the beginning of the performance management cycle, managers and job sharing partners will discuss and agree objectives and how the assessment process will work. It is important to note that development plans may be different for each individual within the job sharing arrangements as each may have different levels of experience, skills or motivation.
- 9.4. Each job share partner will have clear, individual objectives which are linked to their areas of responsibility. Where joint objectives are agreed each partner should be able to provide evidence of the work they have completed and the contribution they have made towards meeting any joint objectives.

- 9.5. Performance management reviews will also review job sharing arrangements to ensure they are working well.
- 9.6. Performance management reviews and all relevant paperwork for each partner will be kept separate and confidential.



Arrangements when a Job Share Partner is Absent

- 10.1. Each job-sharer's contract will state the extent of any obligation on the employee to cover for their job-share partner's absences, due to sickness, holiday and family or special leave.
- 10.2. Job sharers may be asked to work additional hours to provide cover for the absence of their partner or if the other half of the post becomes vacant. However, there will be no obligation on the job sharer to work the additional hours, if this is not practically possible due to other commitments. Payment for any additional hours will be made at the appropriate rate or the job share partner will receive time off in lieu.
- 10.3. If it is not possible for the partner to cover the hours, it may be more reasonable and practical to advertise for a temporary, part-time employee to cover the absent partner's hours.



Arrangements if a Job Share Partner Resigns

- 11.1. When one partner leaves the arrangement for any reason, there is a legal duty on the school to make reasonable attempts to fill the vacancy left by the departing job-sharer. Where a suitable job share partner can be recruited the job-share may continue.
- 11.2. Alternatively the school may consider the following options:
 - Offering the full-time role to the other half of the job share partnership; or
 - Assessing whether the role can be undertaken on a part time basis indefinitely. (NB. this would not be suitable for a Headship role)
- 11.3. Where the role is required on a full-time basis, and the remaining job-share partner does not wish to take on the role on a full time basis, reasonable attempts will be made to fill the other half of the post by considering:
 - Where a succession plan has been put in place within the school, consideration should be given to the succession of a suitably qualified internal candidate (subject to a thorough internal recruitment process);
 - Advertising the job share internally inviting existing employees to apply;
 - Advertising the job share externally;
 - For Co-Headships: entering into an arrangement with another school that is able to release their own Head Teacher to cover the vacancy, on a temporary basis.
- 11.4. Where a new job-share partner cannot be found within a reasonable period of time the school will make every effort to find suitable alternative employment, on broadly similar hours and the same remuneration, for the remaining job share.
- 11.5. Recruitment to the other half of the job share role will involve the remaining job share partner (where appropriate) in order to increase the chances of a compatible working arrangement.

- 11.6. It is important to remember that an unsuitable applicant should not be considered to fill any vacancy in order to preserve the job share arrangement, however valued the remaining partner is. In such circumstances, advice will be sought from the school's HR Adviser.
- 11.7. If no suitable job share partner can be found and there are no part time posts elsewhere in the school into which the remaining job share partner can be transferred or the remaining post holder does not wish to move to a full time role advice will be sought from the school's HR Adviser.



Appendix 1: Examples of Job Share Arrangements

Job-share arrangement can vary greatly depending on both the needs of the school and its employees. The school is committed to considering alternative working arrangements where:

1. A full-time vacancy arises. The school will consider a job-share arrangement to increase the pool of potential applicants;
2. An existing employee requests to work on a part-time basis. Where the job is required on a full-time basis, the school will attempt to recruit to the remaining hours, resulting in a job-share arrangement;
3. As a result of collaboration between two schools one Head Teacher works across two schools. This type of arrangement will be kept under review to ensure that it remains fit for purpose for both schools. For further advice speak to your HR Adviser.
4. Considering alternative arrangements when recruiting to leadership posts (e.g. two full time individuals share the duties of both Deputy Head and Head Teacher positions); or
5. The existing Head Teacher requests flexible retirement. The Teachers' Pension Scheme provides for phased retirement from age 55 provided the member's pensionable salary reduces by at least 20% for a minimum of 12 months which can support the more gradual departure of a retiring Head Teacher/Principal. See Appendix 3 for more details on flexible retirement.



Appendix 2: Job Share/Co-Headship considerations for Management

Trustees/Governing bodies and school leaders should take into consideration the following when looking to implement any kind of job share/Co-headship arrangement, for example:

- What are the reasons for choosing a job-share/co-Headship arrangement?
- How are the Teachers/Head Teachers duties to be split between the parties?
- How do you ensure that other employees are clear about the roles of each member of the arrangement?
- How will the post holders liaise with each other? And their line manager?
- Are there extra costs involved?
- How do you ensure flexibility in working arrangements and a commitment for each post holder to work together on key occasions – e.g. parents' evenings, social events, meetings etc.
- Whom should parents contact? How do problems get followed through?
- How do you ensure flexibility in order to reach balanced solutions when there are disagreements?
- How do professional disagreements between the partners get resolved?
- How does performance management work?
- What happens when one partner is absent – short / long term absences?
- What happens when one partner leaves?
- Where job sharing partners share line management responsibilities, ensure that job sharing line managers take the time to develop a shared vision for their team or unit, and plan how this will be communicated and monitored.
- How will regular reviews be undertaken to monitor how the arrangement is working?

Additional Considerations for Co-Headships:

- Who will be accountable for the Head Teachers statutory duties on each day of the week? Weekends? Out of term-time?
- How do you ensure a shared vision for the future of the school between post holders?
- How will the post holders liaise with the Chair of Governors?
- How do you ensure that this arrangement will gain and maintain the trust in both Heads from staff, governors and parents?



Appendix 3: Phased Retirement

The regulations that govern the Teachers' Pension scheme allow a member to retire gradually. This is known as "phased retirement" and allows a member to step down to part-time working whilst taking part of their pension. The missing part of the pension is then taken when the member finally retires completely. However, it is important that all members considering a phased retirement contact Teachers Pensions for clarification of their entitlements and how this will impact on their financial situation.

The main points are set out below:

- Phased retirement is available to members of the Teachers' Pensions scheme from the age of 55.
- Phased retirement allows a Teacher to decide how much they wish to take of the benefits they have accrued - up to a maximum of 75% of their total benefits.
- Access to a part-time pension must be linked to a continuing but reduced working commitment that reduces the employee's salary by at least 20% of the average salary received in the previous 6 months.
- The reduction in salary has to be for a minimum of 12 months.
- Phased retirement is not an entitlement; this will need to be agreed by the employer as they will be required to provide confirmation of salary reduction.
- Any pension taken before the age of normal retirement will be actuarially reduced.
- This option of phased retirement can only be exercised twice before final retirement.