



Company Name: BP plc

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Business Benefits Realised:

Increasing productivity; cost reduction;
retaining high-quality talent pool

Business Metrics demonstrating value:

- 0.4 FTE decrease in costs for affected roles (equal to 25% productivity increase)
- Recruitment costs savings

Job Share Case Study

BP has a long established policy for employees to work in an agile way. It has been a source of attraction and retention for talent and we believe that agile working is not only a business imperative but the right thing to do.

This case study relates to a 'Job Share' at management level, which is a form of agile working.

What is a job share?

One role is performed by two individuals in co-operation. Some elements of the role may be split and responsibility assigned to one individual, while other elements may be shared across both. This will depend on the complexity of the elements, and the need for coverage over an entire working week.

Unlike part-time roles, job shares are able to provide total coverage of the working week. There are no days/times that the incumbent is unavailable. This availability makes job shares more suited to roles where there is a line management responsibility, travel requirements or customer facing roles.

In a job share arrangement BP has access to the skills, knowledge and experience of two individuals – together they contribute more than a single individual would. In successful job shares, individuals pool their talents and provide better solutions to problems than a single person working alone. This combined creates productivity gains, in addition to talent retention (and hence recruitment cost savings).

With effective management, job shares can provide the organisation with greater flexibility. If one of the individuals is on leave, there is always some continuity of cover from the other person. If one individual moves to another role, there is continuity in the role while a second person is recruited and comes up to speed – unlike in conventional roles where often initiatives stagnate during the time it takes to recruit and hand over to a new incumbent.

A Job Share arrangement provides business continuity and promotes a collaborative working situation that increases enthusiasm and energy to produce higher quality outputs and hence it increases productivity (and reduces costs), as demonstrated in the case study





Background

This case study is based on an example where two individuals (mothers with young families) wished to reduce working hours. They discussed the possibility of a job share and how it could work in the Offer Assurance Manager role.

This role provides operational support to Commercial Fuels Sales, with the team being responsible for continuous improvement of Commercial's processes, providing a centre of expertise for the systems used across the Commercial business and management of customer data.

Key data points

- Time period of the case study: Started in July 2007 and still on-going successfully
- Part of the business: BP Australia
- Role: Offer Assurance Manager role (with 10 direct reports)

Making it work

- Establish policy guidelines and support for individuals who are seeking to enter a job share and to managers potentially recruiting a job share in place of a one person full time role.
- Work to understand what makes some job shares and part-time roles successful and use this knowledge to provide training to senior managers and middle managers in how to establish and manage part time and job share arrangements.
- Work to instigate culture change within BP to allow the creation of a career path of part-time and job share roles – an acceptance that people will want to do a job share for a couple of years and then look to develop into another role – just like people do who work in full-time roles. Part of this would also involve updating HR systems to support part-time work, including allowing joint job applications and simplifying the process for applying for time in lieu.

Business benefits estimate

The key benefits relate to cost reduction which has been driven by productivity increase. The cost reduction is estimated at around 0.4 FTE or 20-25%. It is difficult to generalise these cost savings at the Group level as it is not clear to what extent we replicate this example, but on a case-by-case basis savings can be significant.

An additional one-off saving in this example relates to avoidance of recruitment costs, which can amount to additional 10% of FTE.

