

With 2 People On Same Job, Policy Allows Execs To Work Part-Time, Attend To Personal Affairs

Indian cos let staff share work, take more time off

Namrata Singh | TNN

Mumbai: Dipti Jagdev, a mother of a 16-month-old baby and a marketing manager at Hindustan Unilever Ltd (HUL), wanted to spend more time away from work than before. She opted for a 'job share' — a part time work policy recently introduced by her company — and open to both men and women.

"It's like the best of both the worlds—I joined back after my maternity leave in a marketing role. This is the kind of mainstream role that I wanted to do, not a side job. Even in the 50% time commitment that I have, I am able to put in the rigour and quality of work that will ensure that I continue to skill up and stay competitive among my peers," she says.

While Dipti has found her work-life balance, there are others who are caught in the rut of a 9-to-9 job and find it difficult to pursue another vocation or dream which possibly stirred them since college days. Some of them stopped in their tracks for want of a regular income and due to societal pressures. Now, there are companies putting in place job share options for employees who do not fancy a full-time job.

Under job share, a few employees share the load of a full-time job, giving them scope to pursue a hobby or attend to an ailing parent, or any other vocation. They would take home a salary which, on a pro-rata basis, could be more than half the normal salary which one would have otherwise earned on a full-time job.

Cadbury India is another company that is introducing job share across levels this year. The chocolate maker

IT TAKES TWO TO TANGO

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► Recruitment process outsourcing firm Elixir Consulting offered job sharing to retain employees after it saw it has more women employees

► HUL recently introduced a part-time work policy for both



male and female employees

► Cadbury India will introduce job sharing across levels this year, setting aside a certain percentage in every function across the organization

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—Dipti Jagdev | Mother of a 16-month baby

will set aside a certain percentage in every function across the organization for the purpose.

"Many of us have a great desire to pursue other vocations. In the future, we would have people who would not want a full-time work, and yet be accountable for traditional jobs. Such thoughts originate when one thinks differently about jobs. Can jobs be made such that two people share it? And it is ac-

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tually quite possible," said Rajesh Ramanathan, director (human resources), Cadbury India.

Elixir Consulting, an end-to-end recruitment process outsourcing firm, introduced job share option as an employee retention strategy when it had more women working for the firm than men (ratio of 70:30). "But we are also using job share to accomplish tasks which require multiple

skills. A job may require two skill-sets and it may be difficult to find a single person with both skill-sets," explains Upasana Raina, VP (HR) with Elixir Consulting.

The job share practice is prevalent in industries like banking and transportation globally, but is still in its early days in India. Organizations like Kraft Foods have job share at some levels.

"It is an interesting concept. Today, it is not very common in India. But, once there is a success story, other companies would certainly follow suit and replicate the model, because there are a lot of advantages for employees and prospective employers," said Ronesh Puri, managing director, Executive Access (India).

Not many agree that such a concept can always be a success. It wouldn't probably work in sectors like IT where people develop clients' trust, argues Sreenivas V, chief strategy officer, Hexaware Technologies.