

“Part-Time Leadership”

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Aims

To explore:

- “Part-time leadership” at BU
- What are the benefits to teams, individuals and BU..?
- Challenges faced by part-time leaders
- Whether BU could do more to support part-time leaders..?

Methodology

- Qualitative interviews held with 6 female leaders, 2 male leaders willing to be involved in the study
- Their teams were then emailed consisting of 26 staff, including my own, and asked for challenges and experiences of being managed by a part-time leader

Are there clear benefits to the individual, to the team and to BU in being a part-time leader...?

Key Themes that came out:

- **Flexibility** from BU/Line Manager where business allows
- **Work harder / smarter** – more strategic with time because they have to be
- **Good work ethic and are still dedicated to their work/team**
- **Empathy with other p/t staff** especially where childcare is concerned
- **“Two heads are better than one”** in a job-share
- **Empower their team in terms of development** – gives a sense of responsibility, i.e. emerging leaders
- For BU PT Leaders often work in their own time outside of their working hours
- Rarely off sick therefore a **better “work/life balance”**
- **Mobile Technology** can support PT leaders if not “physically in the office”



Challenges for Part-Time Leaders...

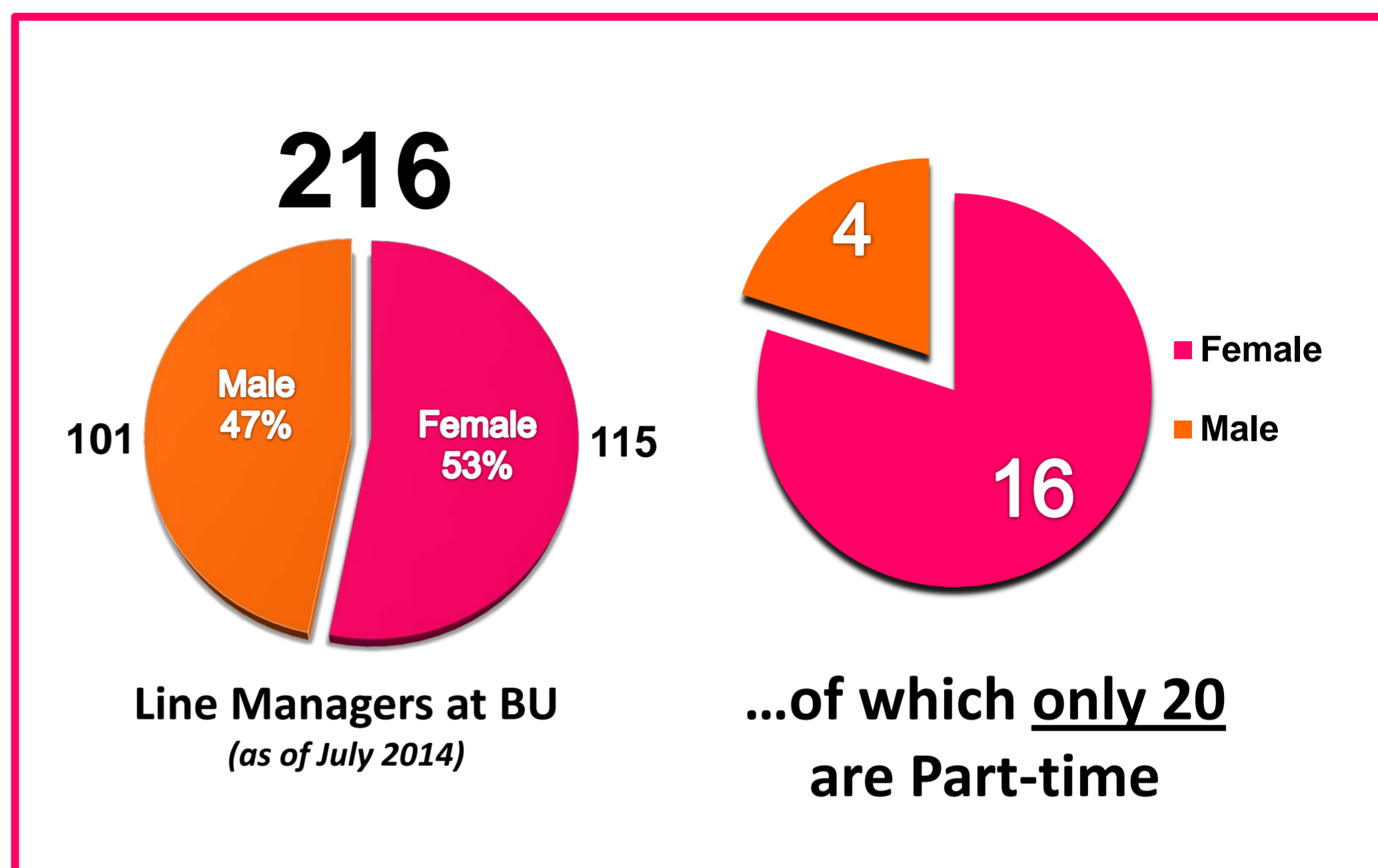
- Sometimes feel they are doing a **lower paid/skilled job**
- Feel they **can't apply for other posts** in the Uni because the posts are “advertised” as full-time
- Move from full-time to part-time can be a **difficult transition** to make especially if they've worked at the University for a long time
- Takes **time to feel established and to be recognised** in their role
- **Concern for full-time staff** and the potential pressure on them
- **Difficult to participate in staff development**
- Stigma surrounding terminology of “part-time”
- **Academic Citizenship and/or collegiate business** is sometimes compromised
- Miss out on “downtime” / office chat and social events

Lessons Learnt....

- There is no need to feel guilty about being a part-time leader
- Staff at BU are very capable of leading a team on a part-time basis
- Take time out to talk to colleagues across the University to learn about their working practices
- **Leadership is not about being “seen”, its about empowering and motivating your team to feel confident in their own abilities.**

Worthwhile Resources:

- ✓ Many useful articles re. “Flexible Working / Work-Life Balance” within **Leadership and Management Toolkit** – Bournemouth University
- ✓ Well being” at BU via Staff Intranet – staffintranet.bournemouth.ac.uk
- ✓ “How to get ahead when you work Part-Time” – Timewise.co.uk
- ✓ “Right to Request Flexible Working” – the ACAS Guide – acas.org.uk



*“...You work in **partnership** with us, you **empower us to use our own initiative** and there is a **feeling of trust** which is good for **motivation and job satisfaction..”***

*“..Does anyone really work **9-5 anymore?”***

*“I don't believe the concept of a manager is defined by the hours they work...its about the **pastoral and practical support** offered when the manager is here and if not physically present, then remotely...”*

Tips for other leaders...

- **Communication** is key
- **Trust, reassure and empower** your team
- **Be clear to your team and your colleagues** when you are available / responding to email
- **Be flexible** as you can within your working week/days but *try not to work outside your hours*
- **Ask about flexible working or give opportunities** to others



Could BU do more...? Next steps...

- BU and Inspiring Leaders to **consider offering roles as “part-time opportunities” or “job shares”** and **career progression for PT staff**
- More **transparency of resources, support and flexible working policies especially in relation to well-being**
- **Promotion and advocacy of flexible working** by Senior Management

Strategic Enablers of “People” (BU 2018)

- **Recruit, retain & recognise** a high performing workforce
- **Engage & inspire** staff to deliver an outstanding student experience & to fulfil their potential
- **Be an excellent place to work**