“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

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

“...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

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:
- 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

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

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