



INTRODUCTION

The Job Shadow Program is a work experience opportunity where an employee learns about a functional area by “shadowing” a co-worker from another area. The *Shadow* will witness firsthand the work environment and the occupational/interpersonal skills practiced by their *Shadow Coach*. The job shadowing experience will also provide increased understanding of the inter-connectedness between the employee’s immediate job area and the area(s) selected.

PURPOSE

The Job Shadow Program will:

- Connect co-workers from different functional areas within Human Resources to improve communication and share good practice
- Provide a cooperative learning experience for both the *Shadow* and *Shadow Coach*
- Enable a better understanding of the role of other employees and the work they do
- Enhance individual self-development and promote ongoing professional development

BENEFITS

While learning more about the range of work undertaken in another area, staff may also:

- Learn potential new methods of working
- Understand more about the management of a similar role in another area
- Develop contacts in another area and improve communication
- Experience and/or witness challenges encountered on a day-to-day basis
- Identify solutions from different angles
- Encourage greater cooperation amongst colleagues
- Increase awareness and understanding of individual work-styles and perspectives

GUIDELINES

Before starting any placement, the potential *Shadow* should consider what they hope to gain from the experience, and any learning objectives they might have. In addition, they should think about how the Job Shadow opportunity would fit within their general professional development needs; questions they might want an answer to; and how the placement might fit within their current position. The potential *Shadow* will make an initial request to their immediate supervisor to complete the Job Shadow Program Application.

The *Shadow* should consider any aspects of the role they may want to review, and discuss this with their *Shadow Coach* beforehand, so that the shadowing session may be planned accordingly.

Each job shadow placement should be a minimum of three hours to be completed within a three month period.

Job shadowing is limited to observation only.

Before agreeing to any shadow placement request, the *Shadow's supervisor* will need to assess the resource implications and consider the following questions in order to determine the appropriateness of the request:

- Will it assist the employee (*Shadow*) in carrying out their current role?
- Will it allow for learning opportunities and professional development?
- Will it help to develop a greater understanding of the role and structure of the assigned functional area?

PROCEDURE

1. To participate, *Shadows* will need to make a request to their supervisor, using the Job Shadow Application Form (see attached). The Supervisor may also suggest a job shadow arrangement for an employee.
2. If the supervisor agrees to the request, the supervisor informs the *Shadow Coach's* supervisor of the interest.
3. The *Shadow* should arrange mutually convenient dates/time with the *Shadow Coach* (at the discretion of their respective supervisors).
4. *Shadows & Shadow Coaches* must operate within the boundaries of departmental confidentiality policies.
5. After completion of the Job Shadow, the *Shadow* and *Shadow Coach* will complete the Job Shadow Evaluation Forms and forward to the Job Shadow Committee.

INCENTIVE/REWARDS

In addition to learning more about the cross-functionality in Human Resources, the participants will also earn the following rewards/professional opportunities for successful completion of multiple shadows:

Shadow

- 1 shadow (3 hours)
 - Shout out at HR monthly staff meeting
- 3 shadows (9 hours)
 - Certificate presented at HR monthly staff meeting
 - Leadership development opportunity with designated MPP
- 5 shadows (15 hours)
 - Certificate presented at HR Monthly Staff meeting
 - Coordinated professional time with AVP, Human Resources (mentoring, prof dev, lunch, attend mtg)

Shadow Coach

- 1 shadow (3 hours)
 - Shout out at HR monthly staff meeting and plush-style star

TIPS FOR PARTICIPANTS

- ✓ Confidentiality must be strictly adhered to during all Job Shadow sessions (i.e. HIPAA, Employee Relations, Equity and Diversity, etc.)¹
- ✓ Notify the *Shadow/Shadow Coach* if you have any schedule changes.
- ✓ Be prepared, listen carefully, observe, and at the appropriate time ask questions.
- ✓ Be enthusiastic!
- ✓ Give your best effort at all times and always be open to questions.
- ✓ Follow up on all session related inquiries in a timely manner.
- ✓ Thank them for their time.
- ✓ Help us improve the program by submitting the *JSP Evaluation* forms in a timely manner.

¹ HIPAA_ The Health Insurance Portability and Accountability Act of 1996



JOB SHADOW APPLICATION FORM

Office of Human Resources

Section 1. To be completed by Shadow and Shadow's Supervisor

What is the functional area you wish to shadow? (Circle one)

Absence Mgmt	Faculty Class/Comp	Payroll	SOLAR/Security
Benefits	Front desk/ Sign-ins	Position Mgmt	Staff Class/Comp
Employee Relations	HRIS	Prof Development	Workers' Comp/ LOA
	Operations	Recruitment	

What do you hope to gain from the experience?

How will this placement help to meet your professional developmental needs?

Are there any aspects of the role you are particularly interested in observing?

Shadow Name: _____

Signature _____ Date _____

I approve the above placement:

Shadow Supervisor's Signature _____ Date _____

Section 2. To be completed by Shadow Coach and Shadow Coach's Supervisor

Note: Each job shadow placement should be a minimum of three hours to be completed within a three month period.

Shadow Coach Name(s): _____

Signature _____ Date _____

I approve the above placement:

Shadow Coach's Supervisor's Signature _____ Date _____

Please send a completed form to HR elizabeth.samimi@csun.edu.