

Job Shadowing Overview

Defined: Working with or observing another person, in the work environment, to accomplish one or more of the following:

- Learn how to perform current duties efficiently or effectively from a more experienced peer
 - Example 1. A new manager observes another manager lead a program team meeting
 - Example 2. An employee attends a meeting with stakeholders, as an observer, for a difficult issue to become familiar with the interests of the parties, or observe alternative methods of communicating.
- Learn how another person whose work interacts with yours performs their job, to improve the efficiency and effectiveness of future collaborations
 - Example 1. An environmental program manager (EPM) from a region shadows an EPM in a branch
 - Example 2. An EPM shadows an administrative officer, budget analyst or warden
- Learn about another job that you may want to do in the future
 - Example 1. An EPM shadows a Deputy Director or Regional Manager.
 - Example 2. A Staff Services Manager in one branch of the administrative program observes the work of a peer in another program.

Elements of a Job Shadowing agreement

- Purpose – clear statement of the desired outcome
- Initiation – the person desiring to learn from another makes a request and specifies the purpose, proposed duration and proposed logistics
- Duration – short-term, usually an hour to a full-day
- Logistics – usually in-person at the work location of the person being shadowed
- Confidentiality – at the beginning of the interaction the parties should discuss and agree on any expectations for confidentiality
- Formal/Informal – may be ad hoc based on a short-term need or part of a broader strategy for professional development and included in an Individual Development Plan
- Permissions – ordinarily this type of interaction is within the discretion of the participants. In some cases authorization may be required by management.

IMPORTANT NOTE: Employees are encouraged to use LEARN to request approval in advance before beginning a job shadowing or mentoring program and to ensure the learning experience is documented. This is particularly important for supervisors, managers, CEAs who need to show a record of continuous education in leadership (CEL) competencies. For more information, please contact the Office of Training and Development (OTD) at 916-928-8330.