

EMPLOYMENT COMMITTEE – 2 DECEMBER 2010**WORK SHADOWING****REPORT OF THE DIRECTOR OF CORPORATE RESOURCES****Purpose of report**

1. The purpose of this report is to present information to the Employment Committee regarding the implementation of the corporate Work Shadowing Scheme.

Background

2. In early 2009, the Council partnered with the Network for Black Professionals to deliver a pilot work shadowing scheme as a positive action initiative targeted at Black Minority and Ethnic (BME) and disabled employees. As part of the pilot, eight employees were partnered with senior managers to undertake a 2 day shadowing experience. The Network for Black Professionals delivered pre-shadowing briefing sessions for both parties.
3. Evaluation of the pilot identified that all participants had found the experience useful, in particular in improving performance in their existing roles, developing a clearer idea of their potential career development, and in understanding the decision making process at a more senior level than their existing role.
4. Following the success of this approach, the People Strategy Board agreed on the 23rd September 2010 to implement a corporate work shadowing scheme.

Proposal

5. For the purpose of the scheme the “Guest” is the person doing the shadowing and the “Host” is the person being shadowed.
6. It is proposed that the work shadowing scheme is open to all employees with the opportunity available of shadowing any member of staff who has volunteered to be a Host, and who meets the development requirements identified by the Guest. Line manager support for both the Host and Guest is essential and work shadowing will not take place without this.
7. This shadowing experience will provide a short term, almost cost neutral learning and development opportunity, that will be based upon the Guest's individual objectives set within the Performance Development Review process, and clearly linked to meeting the performance objectives and targets set for the Guest. It also has the benefits of

supporting the learning and skill development of the Host, sharing knowledge, expertise and learning.

8. There will be two approaches to work shadowing within the scheme:-

(i) Observation

The Guest spends full days during the shadowing period observing the day to day work of the Host and attending relevant meetings etc, where appropriate. The value of this type of shadowing is that it provides clear boundaries on expectations on either side.

(ii) Regular briefings

The Guest will shadow for specific activities which are preceded by a mini briefing and followed by a debrief discussion. This type of shadowing is most effective if the Guest and Host are within the same location thereby enabling the Guest to attend in shorter blocks. The value of this type of shadowing is that it provides short periods of focused activity, rather than passive ongoing observation. However, this type of shadowing can prove disruptive for both Guest and Host if it is not carefully scheduled.

The Host and Guest may decide whether to adopt one or a combination of the shadowing approaches described above.

9. The shadowing experience is flexible and the length of time needs to be agreed between the Guest and Host, depending upon the objectives for joining the scheme. However, it is anticipated that the experience should be completed within a short term period.

Roles and responsibilities

10. The roles of the Guest, Host and Corporate Learning and Development Service are clearly set out in Appendix A. It is the role of the Guest and their line manager to identify a suitable host, with the Corporate Learning and Development (L&D) Service providing a list of both Guests and Hosts, plus information and support on how to provide and undertake work shadowing. The L&D Service will also evaluate the impact of the scheme, and provide an evaluation impact report to the People Strategy Board every 12 months.

Future Developments

11. The L&D Service will now seek to identify a number of Hosts available across the Council, and from a wide variety of roles, in order to create a resource base from which Guests can select a shadowing opportunity. This will be set up by March 2011, ready for the completion of the Performance Development Reviews, enabling Work Shadowing to become an effective tool in both supporting the learning and development of staff, the achievement of priorities and high performance within the Council.

Recommendations

12. The Employment Committee is requested to note the content of the report and support the approach to Work Shadowing.

Background Papers

13. None

Circulation under Local Issues Alert Procedure

14. None

Equal Opportunities Implications

15. There are no equality issues arising from the implementation of these changes.

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List of Appendices

Appendix A - Work Shadowing Briefing Note

Appendix B - Work Shadowing Guest Briefing note

Appendix C - Work Shadowing Questionnaire