

Workforce Investment Act
Technical Assistance Guide

Job Shadowing

Job Shadowing
TECHNICAL ASSISTANCE GUIDE

I. JOB SHADOWING

1. Purpose of Job Shadowing	2
2. Participant Considerations and Limiting Factors	2
3. Labor Market Orientation	3
4. The Job Shadowing Memorandum of Agreement	3
5. Participant Supervision and Feedback.....	4
6. Job Shadowing Supportive Services.....	5
7. Job Shadowing Forms Completion	5

1. Purpose of Job Shadowing

The Job Shadowing activity is available to adults, dislocated workers and youth participants as authorized in the applicable plan and service provider agreement.

Job Shadowing is a limited exploration of a specific occupation or industry through a non-paid placement, typically at a private sector worksite. Job Shadowing is designed to be much like an expanded version of "career day", in which participants Job Shadow (**observe**) individuals at their place of employment, providing a "real-world" view of a specific occupation or industry. This type of structured observation provides the participant with first-hand information helpful in making more informed career decisions.

Prior to the participant's enrollment in this activity, the case manager and participant should determine the specific participant goals to be met via Job Shadowing and agree to an estimated number of Job Shadowing hours that will meet the needs of the participant. This estimation should be incorporated into the worksite agreement(s).

Because participants in Job Shadowing do not receive wages, fringe benefits are not provided during time in this activity. Participants are provided with limited accident and occupational illness coverage through a blanket policy in force through the Administrative Entity. General supportive services may also be provided as appropriate.

Successful Job Shadowing will provide the participant with a thorough orientation to the duties and responsibilities specific to an occupation or industry, and to the extent that the participant understands, the basic concept of the tasks demonstrated. However, the participant may not directly contribute to the worksite's productivity in terms of engaging in actual work activities.

The participant's time spent in this activity is comprised only of "Job Shadowing" activities in which the participant may only observe and ask questions of the worksite staff to gain conceptual knowledge of the occupation or industry.

The lack of available Worker's Compensation coverage discussed above makes participants' safety at the learning site a critical issue for participants. Case managers must ensure that the participant and site supervisor(s) are fully aware that hands-on work by participants is not allowed.

2. Participant Considerations and Limiting Factors

Participant appropriateness for entry into Job Shadowing is determined during the assessment process; this assessment of appropriateness is included in the Employment Plan and should show a clear linkage between the contemplated Job Shadowing and potential improvement in the participant's career decision making.

Job Shadowing can offer a participant having little or no practical understanding of the general labor market or basic employer requirements a variety of valuable building blocks through an orientation to the labor market and observation of employer requirements, such as timeliness, standards of grooming and dress, work place safety, taking direction and

criticism, and functioning well with others. In addition, Job Shadowing provides an excellent mechanism for the case manager and participant to make additional joint decisions regarding occupational specific skills training and potential career paths.

A detailed assessment, careful Job Shadowing placement, and feedback from the participant should provide the case manager with information upon which to base training or job placement plans.

It is essential that the case manager consider the ability of the participant to provide for basic living needs while participating in this activity; in many cases, the participant will require basic support from another source to participate. General supportive services for specific needs or securing additional non-WIA resources may be necessary ingredients in the participant's plan of action.

The case manager must take care while selecting and screening potential Job Shadowing sites to match the participant with the worksite. Factors such as location and general site conditions should be considered, as well as the participant's demonstrated aptitude and interest in the activities conducted at the site. Additionally, ensuring a positive Job Shadowing experience requires a tremendous commitment on behalf of the worksite staff, thus careful worksite screening is important in selecting an appropriate Job Shadowing site.

3. Labor Market Orientation

During an in-depth assessment, the case manager will normally determine an individual's lack of familiarity with the labor market, or with general employer requirements. Participants identified as appropriate for Job Shadowing are, by definition, those who have little or no knowledge of the labor market, or the identified occupation or industry of interest.

The case manager must ensure all Job Shadowing participants receive a basic labor market orientation to include: employer expectations, interviewing preparation and techniques, desirable employee traits, and a basic orientation to general labor markets and specific local labor markets.

In addition to these basic offerings, the case manager must ensure that the participant possesses an adequate level of job seeking skills if intending to progress to additional types of employer-based training or unsubsidized employment.

4. The Job Shadowing Memorandum of Agreement

A critical part of the case manager's role in identifying potential Job Shadowing sites is to ensure that learning site staff members are fully aware of the requirements of WIA.

Although the Job Shadowing Operational Guidelines (WIA-22-A) provides basic information, the case manager should review this information with learning site staff. Each

of the requirements listed in the Job Shadowing Memorandum of Agreement (WIA-22) and the Job Shadowing Job Description (WIA-40) should be discussed, as well as the necessity for the learning site supervisor(s) to record the participant's time at the learning site – the WIA Time Report (WIA-50) can be used for this purpose. When supportive services are requested, the WIA Purchase Agreement (WIA-04) is used and must be submitted to the WIA Payroll Unit as instructed in the Supportive Service/Insurance TAG.

The Job Shadowing site supervisor(s) should be made aware that Job Shadowing is an intensely supervised activity and that all staff members who may be responsible for participant supervision and guidance must be knowledgeable of activity requirements.

The planned duration of the Job Shadowing activity should be based on the individual needs of the participant and the ability of the Job Shadowing site staff to participate in the process of meeting those needs. The completed WIA 40 will list the Job Shadowing site's estimate of time needed to achieve the objectives listed, and should be negotiated by the case manager if he or she considers the duration unreasonably long or short.

As a rule, the elements of the job description should reflect an exposure to basic learning site requirements, (i.e. those attitudes and aptitudes the employer would expect each unsubsidized entry level employee to display). Depending upon the needs of the specific participant, such elements may include the types of basic knowledge described in Section II above or may describe observation in occupational areas such as the function of certain machines or processes used by the Job Shadowing site. As a reminder, hands-on work by the participant is not allowed in this activity.

Significant barriers noted during the participant assessment process should be shared with the learning site staff to the extent these barriers may hinder progress at the learning site. **The case manager must not breach participant confidentiality in discussions with the Job Shadowing site staff.**

As appropriate, learning site staff can be made aware of subsequent training activities (WIA and non-WIA) known at the time of site placement. Site staff, based on their knowledge of participant goals, may be able to adapt the occupational exploration to the needs of the individual participant.

5. Participant Supervision and Feedback

During the period of Job Shadowing, the case manager must ensure that the activity is providing maximum benefit for the participant without undue strain on the learning site supervisor(s). Once successfully utilized, a Job Shadowing learning site may provide a valuable resource for future participants.

In completing the Non-Pay Time Report, the Job Shadowing site supervisor(s) should be encouraged to write his or her appraisal of the participant's progress in the area provided for comments. In addition to the simple listing of comments on this form, the participant should be encouraged to read and appropriately respond to any comments listed on the

Time Report to either the Job Shadowing site supervisor(s) and/or the case manager as an opportunity for professional growth for the participant.

Problems noted by the Job Shadowing site supervisor(s) should be acted upon quickly by the case manager to correct any deficiencies. The case manager's close and ongoing coordination with the participant and Job Shadowing site staff will ensure that problems are quickly resolved, and that Job Shadowing is a positive activity for both the Job Shadowing site staff and participant. If irreconcilable differences arise, the agreement can be terminated quickly without harm to either the participant or the Job Shadowing site.

6. Job Shadowing Supportive Services

In conducting the in-depth assessment of the participant, the case manager may note the need for the provision of supportive services to enable participation in planned activities.

These supportive services, if authorized in the service provider agreement budget, may be provided to the extent necessary for the participant to continue their WIA involvement. The need for supportive services must be documented by the case manager in the participant's case file.

7. Job Shadowing Forms Completion

The following forms should be utilized for enrollment in this activity:

- Job Shadowing Memorandum of Agreement (WIA-22)
- Job Shadowing Job Description (WIA-40)
- Job Shadowing Operational Guidelines (WIA-22-A).