**SHADOWING PROGRAM FOR PROFESSIONAL STAFF**

**GUIDELINES**

**1. Context**

The University’s *Our People* staffing strategy recognises the importance of the career and professional development of its staff by providing opportunities to broaden their knowledge, skills and experience. In response to the 2012 MyVoice Staff Engagement Survey, the University has introduced initiatives to improve cross-unit collaboration and career development opportunities for Professional Staff. Staff are encouraged to participate in a shadowing program within or between the Schools, Institutes or Divisions.

**2. Definition of Job Shadowing**

Job shadowing is a career development opportunity where a staff member participates in a short period of between one to five days to closely observe and interact with an experienced member of staff as they undertake their daily work activities. It is undertaken voluntarily and with the approval of the supervisor. Job shadowing may form an element of a new staff member’s orientation to the University or as part of the annual performance planning and career development program. It might include job shadowing a staff member in one unit, or several staff in different units who are involved in relevant roles or work processes.

The purpose of the job shadowing program is to broaden a staff member’s knowledge and understanding of other roles, practices or systems in the University, and specifically to experience the operations of a unit outside the staff member’s own. For example:

* a staff member in a School who provides support to students may job shadow a colleague(s) in Student Enrolments, Student Central and/or Student Support Services to improve their knowledge and understanding of the role and types of support each unit provides to students (or vice versa);
* a staff member in a School, Institute or Divisional Unit who is involved with casual staff employment may undertake job shadowing of a colleague in the payroll unit to better understand the end to end process of onboarding casuals (or vice versa)

The program is ***not*** intended to serve as an opportunity for specific skill development over a longer period of time, or recognised as a secondment or eligible for a higher duties allowance. Formal backfilling arrangements will not apply for staff undertaking job shadowing. Separate processes exist for higher duties or secondment opportunities.

A staff member would undertake no more than one job shadowing opportunity in a calendar year.

**3. Benefits**

For the ***person shadowing*** participation in job shadowing provides the following benefits:

* Broaden knowledge and understanding of another staff member’s role, the unit they work in, the function and operations of the unit, and the systems and processes used
* Observing how another staff member performs a task or range of tasks
* Understanding workflows between one area and another (e.g. from central administration to Schools) and why specific processes are in place
* Exposure to different part of the University
* Training in new tasks or processes
* An opportunity to reflect on and transfer learning and practices to own role
* Building a culture of collaboration, shared learning and understanding between units

For the ***host unit*** job shadowing provides the following benefits

* Transfer and exchange of knowledge and understanding of different processes within the University
* Continuous improvement through giving and receiving feedback on workflow practices and processes
* Building a culture of collaboration, shared learning and understanding between units

**4. Eligibility**

All ongoing staff members and staff on limited term appointments of greater than 12 months and who have discussed their participation in job shadowing with their supervisor are eligible to participate. Staff should include job shadowing in their performance and development plans.

Staff should consider shadowing another employee at their equivalent HEW level or ***one HEW level above or below*** their substantive HEW level, Exceptions will be reviewed on a case-by-case basis by the Senior HR Partner with appropriate justification.

While the University recognises the importance and value of shadowing opportunities, a shadowing experience may not be possible in all circumstances.

5. Shadowing Process

Job shadowing will normally be for a period of between one to five days, either consecutive days or over a period of weeks. The period of job shadowing will be negotiated between staff members and their supervisors with approval by the Head of the area to be visited.

The objectives and expected outcomes of job shadowing will be discussed and agreed to by the relevant supervisors before the job shadowing commences.

In addition:

* both line managers/supervisors must agree to and support the job shadowing;
* the person to be shadowed should have relevant qualifications, experience and skills for the particular system or process that is to be shadowed;
* all parties involved must agree to the hours and any special conditions of employment related to the job shadowing; and

6. Applications

Interested staff must complete an online “Application to Participate in the Job Shadowing Program”, which will escalate to the line supervisor for approval. Electronic applications will be received by the Office of People and Culture upon approval by the supervisor and can be received at any time throughout the year. The job shadowing program will be managed by HR Strategy and Services. The Senior HR Partners will assist staff and managers to link with appropriate shadowing opportunities across the University.

7. Salary and conditions

Staff members will continue to be paid at their substantive level by their substantive unit. A staff member’s salary, leave and other entitlements will accrue during the shadowing period. Given the short duration of the shadowing experience, a staff member participating in job shadowing would not normally take annual or flex leave or accumulate flex hours during the shadowing period.

8. Travel Costs

If a staff member wishes to job shadow at another campus, the University will not be responsible for additional travel expenses. However, the business unit may support the employee to travel between campuses under the same conditions that apply to travelling to another campus other than your home campus for work purposes.

**9. Evaluation**

At the conclusion of the job shadowing participants will be asked to complete a short survey to provide feedback on their experience. This will enable evaluation and improvement of the program over time.