SALISBURY NHS FOUNDATION TRUST

Job Shadowing Policy

1. Quick Reference Guide

- This Policy applies to all work shadowing placements organised by NHS Salisbury Foundation Trust
- Definition of Job Shadowing and key requirements
- Guidance for People Managers in how to effectively manage job shadowing placements

2. Introduction and Purpose

- Our ability to deliver an outstanding patient experience every time is reliant on creating an environment where we can promote and develop the understanding of roles and interdepartmental relationships to allow our staff members to sample and observe work carried out by different departments.
- We believe that job shadowing placements will contribute to cost effective training programmes and succession planning within the Trust.
- Our aim is to provide a fair and equitable process for all job shadowing applicants whilst encouraging sharing of good practice and creating a system of personal growth and development of skills.

Version Information			
Version no.	**Updated by**	**Updated on**	**Description of changes**
	Jenny Hair	14/08/2006	
2.0	Vicki Horrill	14/08/2012	Changes to format, review/amendment of wording, new Equality Analysis completed, new shadow plan appendix D
3.0	HR Advisor	09/06/2015	Addition of reference to values and behaviours in section 1, extension of review date, addition of value and behaviour paragraph under section 1.
4.0	Project and Policy Lead	26/07/18	General update and wording
5.0	Head of Education and Apprenticeships	July 2022	OD&P Policy and Procedure review

3 Eligibility

This policy and procedure applies to all employees engaged on a contract of employment including fixed term contracts and Bank workers. It excludes contractor, agency and volunteer colleagues.

4 Scope

This policy applies to all Job Shadowing placements.

5 What is Job Shadowing?

Job Shadowing is defined as a staff member "shadowing" or "following" a work colleague for an agreed period of time, with the aim of gaining a better understanding of that job role.

Due to the nature of some job roles, these may be classed as confidential, and in these circumstances may not be discussed with any other party. You will be notified if this is the case.

Staff members involved in job shadowing include the following: -

- Staff Member - undertaking the job shadowing
- Shadow Host and their managers – the department in which the job shadowing takes place
- Shadow Host - those being shadowed
- Shadow Coordinator – someone who checks on the staff member during their job shadowing period

6   Job Shadowing – Key Requirements

- Job Shadowing should be planned in advance and can be included as part of a staff member's induction, personal development or individual performance review and once completed, should be discussed again at the staff member's development review as learning outcomes, (Appendix A - Job Shadowing Objectives and Appendix C - Job Shadowing Questionnaire).
- Where possible, job shadowing should be relevant to the work/needs of the staff member.
- Arrangements for job shadowing must be agreed in advance by the staff member and their line manager, as well as the department they intend to carry out the work in.
- Job shadowing should be initiated and organised by the staff member's line manager (Appendix B - Correspondence to Job Shadowing Host's Manager)
- Confidentiality must be maintained throughout the job shadowing period, particularly when dealing with patient/relative care.
- It is the responsibility of the staff member to get agreement for the job shadowing from their line manager and the manager hosting the job shadowing, which will take place at a mutually convenient time, with clear objectives for the job shadowing, which may include a shadow plan (Appendix D - Job Shadow Plan).
- Appropriate clothing and other necessary equipment should be considered and discussed with the hosting manager in advance of the job shadowing taking place.
- Consideration should be given if the job shadowing is part of a redeployment process, in which case the staff member may wish to spend more time in one particular department.
- Host managers should be notified as soon as possible if a staff member is unable to make the pre-arranged dates. Should this be the case, the job shadowing will be re-arranged at a mutually convenient time.

7   Guidance for People Managers - Job Shadowing

7.1   Benefits

Your role is integral in helping us achieve our ambition to make our organisation a truly outstanding place in which to work and for our staff members to gain valuable work experience in other departments, which can contribute to significantly improving our ability to attract and retain our best people in a competitive employment market. By undertaking job shadowing, it allows our staff members to feel valued and respected in that we have invested in them and their future within the wider NHS.

7.2 Your Responsibilities as a Manager

As a People Manager you are responsible for enabling your staff member to undertake job shadowing for their self-development. You are responsible for creating an environment where staff members can gain valuable job shadowing experience from other healthcare professions and departments, which will develop future careers in the Trust. You should work with your staff member to brief them on the learning objectives of the job shadowing before they undertake the work. You should liaise with the host manager to agree the job shadowing placement and that all risk assessments, (where necessary), and management controls and support are put in place, ready to accommodate your staff member.

7.3 Your Responsibilities as a Staff Member

As a Staff Member looking to embark on job shadowing, it is your responsibility to get agreement from your line manager in advance of the job shadowing taking place. This should take place at a mutually convenient time, taking the operational needs of the department into consideration. You will need to establish with your line manager the objectives and reasons for your visit to ensure you gain as much benefit from the visit as possible. You will need to share this with your line manager and the host manager before the job shadowing commences. Once completed, share the learning outcomes and experience with your line manager as part of any feedback. Appropriate clothing and footwear as well as other equipment should be considered in advance of the job shadowing taking place, and you will need to make sure that you always carry your name badge/security.

7.4 Your Responsibilities as a Host Manager

As a Host Manager you are responsible for ensuring the job shadowing has been set up in advance and all parties are aware of the staff member's arrival. You will need to ensure that the shadow host has the ability to meet the objectives of the staff member undertaking the job shadowing, so that the time spend in the department is productive – a shadow plan would be useful as it will provide a structure for the job shadowing, (Appendix D - Job Shadow Plan). You need to ensure someone is available to meet the staff member on their arrival at the department. You should inform the department in advance of the staff member's arrival and any post holders about the job shadowing plan and the staff member's objectives for the job shadowing. Once the job shadowing has taken place, you should provide a report back to the staff member's line manager. Appendix E – Job Shadowing Top Tips provides information for those involved in Job Shadowing.

7.5 Your Responsibilities as a Shadow Host.

As a job shadow host, you are responsible for clarifying the staff member's objectives with them or any other information/rules they need to be aware of. Enough time should be set aside for job shadowing to take place in a meaningful way, so the objectives of the staff member can be fulfilled, allowing for flexibility where necessary.

7.6 Your Responsibility as a Shadow Co-Ordinator's Role

As a job shadow coordinator, you are responsible for welcoming the staff member to the department and carrying out any housekeeping duties in addition to answering question they might have about the job shadowing plan. You should check their progress and offer any advice or support to them as necessary.

8 Monitoring Compliance and the effectiveness of this policy

This will be monitored by the OD and People Directorate. Our People managers are responsible for the implementation of this policy and procedure.

9 Equality Impact Assessment

An Equality Impact Assessment has been completed and was presented to the ratifying committee at the time of approval.

Appendices

Appendix	Description	File
A	Job Shadowing Objectives	Appendix A Job Shadowing Objectives **https://mg.salisbury.nhs.uk/media/3506/dignity-at-work-policy-and-procedure-final-september-2022.pdf**
B	Correspondence to Job Shadowing Host's Manager	Appendix B Correspondance to Jo **https://mg.salisbury.nhs.uk/media/3509/appendix-b-correspondance-to-job-shadowing-host.pdf**
C	Job Shadowing Questionnaire	Appendix C Job shadowing questionna **https://mg.salisbury.nhs.uk/media/3510/appendix-c-job-shadowing-questionnaire.pdf**
D	Job Shadow Plan	DRAFT Appendix D Job Shadow Plan.pdf **https://mg.salisbury.nhs.uk/media/3513/appendix-d-job-shadow-plan-v10.pdf**
E	Job Shadowing – Top Tips	Appendix E Job Shadowing Top Tips.p **https://mg.salisbury.nhs.uk/media/3515/appendix-e-job-shadowing-top-tips.pdf**

Post Holder /Author Responsible for Policy:	Head of Education and Apprenticeships
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