PRETRIAL SERVICES AGENCY *for the* DISTRICT *of* COLUMBIA

POLICY
STATEMENT

Approved:

Clifford T. Keenan

Clifford T. Keenan, Director

Effective Date: February 25, 2013

1009: EMPLOYEE SHADOWING PROGRAM

Purpose

Shadowing, as defined in Policy Statement 6006, *Employee Development Action Pla*n, is a professional development activity that allows an employee to observe another employee in the performance of his or her daily activities in order to develop an understanding of a particular Agency process or function.

Shadowing allows employees to gain a broader understanding of various Agency functions, with the goal of enhancing performance through providing increased understanding of the interdependencies of various Agency roles. To ensure a productive experience that is mutually beneficial for the Agency and participating employees, this policy statement creates a structured Shadowing Program and provides information related to its operation.

This program is not intended to prepare employees for a promotion or selection to a lateral position. Participation in this program is intended as a career enhancement and developmental opportunity only. Application to this program is voluntary, and participation is discretionary based on the Agency's ability to accommodate participation requests.

Applicability   This policy statement applies to all PSA employees.

Employee Shadowing Program, Continued

Rationale   Implementation of a Shadowing Program is consistent with the Agency's
strategic goal of fostering employee development.

Eligibility   Individuals must meet the following criteria in order to participate in the
Shadowing Program:

- Completion of the one-year initial employment probationary period;
- Commendable or better performance rating on the most recent rating of
record;
- Supervisory discretion based on applicant's current performance; and
- Completion of the application, including supervisory approval.

Roles and   Supervisor of Record (*i.e.*, supervisor of shadowing participant):
Responsibilities
- Review and sign the application after ensuring eligibility requirements
are met;
- Select shadowing dates that ensure adequate office coverage;
- Encourage professional development;
- Discuss the expectations of the shadowing assignment with the
program participant;
- Discuss the shadowing experience, once completed, with the program
participant; and
- Complete the shadowing program survey within ten (10) business
days after the last day of the scheduled shadowing experience.

Host Supervisor and Other Individual Shadowed:
- Provide and verify proposed shadowing dates;
- Discuss shadowing expectations with program participant to ensure
the planned activities that the program participant will observe address
the areas of interest indicated by the program participant;
- Ensure the shadowing experience is beneficial to the program
participant;
- Discuss the shadowing experience with the program participant during
and after the assignment to ensure the experience is in alignment with
the participant's goals and discuss their level of satisfaction; and

Employee Shadowing Program, Continued

**Roles and
Responsibilities**
(continued)

- Complete the shadowing program survey within ten (10) business days after the last day of the scheduled shadow experience.

Note: The individual who provides the shadowing experience to the participant has the above responsibilities as well as the host supervisor.

Program Participant:
- Ensure eligibility requirements are met;
- Complete the Shadowing Program application;
- Coordinate the shadowing assignment dates (three options) with the host supervisor and the individual being shadowed;
- Obtain approval to shadow on selected, prioritized dates from the supervisor of record;
- Have the supervisor sign the Shadowing Program Application;
- Forward the signed application to the assigned Training and Career Development Center (TCDC) staff member;
- Be engaged and professional during the shadowing assignment;
- Discuss the shadowing experience with the supervisor of record and the host supervisor or individual shadowed;
- Within three (3) business days after completing the shadowing assignment, send an e-mail to the assigned TCDC staff member verifying completion; and
- Complete the Shadowing Program Survey within ten (10) business days of completing the shadowing assignment.

Training and Career Development Center:
- Announce the Shadowing Program to Agency personnel;
- Provide information on the program and respond to inquiries regarding the program;
- Maintain program applications (electronically);
- Record completion of the Shadowing Program in the Learning Management System;
- Disseminate and review program surveys; and
- Evaluate the program and recommend necessary adjustments based on findings.

Employee Shadowing Program, Continued

Selection Criteria	In authorizing an individual to participate in the Shadowing Program, supervisors consider the following: • Strength of the justification contained within the application; • The order in which the application is received; • The seniority of the applicant (when two or more requests are received for shadowing during the same time period); and • Unit coverage needs.

_____

Shadowing Options	PSA employees may choose to conduct their shadowing assignment within any of the offices/units within PSA. *Note: It is up to the participant to coordinate his or her proposed shadowing assignment. Should the unit/person he or she wants to shadow opt out, then the participant finds another unit/person to shadow.*

Shadowing Period	The shadowing period is a minimum of two (2) and a maximum of five (5) business days.

Shadowing Program Application	The applicant completes the "Applicant Information" and "Requested Shadowing Location" sections of the Shadowing Program Application (hyperlink). Below are instructions for completing each section of the application.

Applicant Information Section	
Step	**Action**
1	Record your full name (last name followed by first name).
2	Record your current unit and position.
3	Record your grade and position series.
4	Record your supervisor's name.
5	Record the date on which the application is being completed.

Employee Shadowing Program, Continued

**Shadowing
Program
Application**
(continued)

Requested Shadowing Location Section	
Step	**Action**
1	Identify the organization/unit where you would like to shadow. *Note: Be thoughtful in identifying where and with whom you would like to shadow (when requesting a specific individual). It is up to the participant to coordinate his or her proposed shadowing assignment. Should the unit/person he or she wants to shadow opt out, then the participant finds another unit/person to shadow.*
2	Indicate an individual or unit function you would like to shadow (*e.g*., preparing a Pretrial Services Report in Court Services).
3	Propose three timeframes for completing the shadowing assignment. Obtain your supervisor's approval on the proposed dates.
4	Contact the host supervisor to obtain approval on the dates/ individual whom you want to shadow. *Note: This approval must be documented through an e-mail exchange. Once confirmed by the host supervisor and the individual with whom you want to shadow (if applicable), forward a copy of the e-mail to your supervisor along with your application.*
5	Describe why you are interested in participating in the shadowing assignment and describe how you and the Agency will benefit from the experience.
6	Sign the application and provide it to your supervisor.
Supervisory Approval	
Step	**Action**
1	If approved, the participant's supervisor selects one of the requested timeframes and signs and dates the application. *Note: If the shadowing request is not approved, the applicant's supervisor must provide a written explanation.*

Employee Shadowing Program, Continued

Submitting the Approved Application	The applicant will scan and forward a copy of the approved application via e-mail to the assigned TCDC staff member and copy the following individuals: • His or her supervisor; • The supervisor of the unit/office where the shadowing will take place; and • The individual the applicant will shadow (if applicable).
Verifying Completion of Shadowing Experience	Within three (3) business days of completing the shadow assignment, the program participant must submit an e-mail to the assigned TCDC staff member verifying completion. The verification must state the total number of hours he or she shadowed.
Recording the Shadowing in the Learning Management System	Within five (5) business days of receipt of the verification of completion, the assigned TCDC staff member records the shadowing period in the Learning Management System (LMS).
Required Completion of a Survey to Receive Training Credit	The participant must complete and submit the Employee Shadowing Program Survey through the Learning Depot within ten (10) business days of completing the shadowing assignment. The survey must be completed in order to receive training credit. *Note: The Learning Depot alerts the participant that the survey is available for completion via an e-mail.*

Employee Shadowing Program, Continued

Required Surveys for Host Supervisor and Individual Shadowed

The assigned TCDC staff member forwards a link to the survey for the host supervisor (if no specific individual was requested to be shadowed) or the specific individual shadowed (as indicated on the application). The survey must be completed within ten (10) business days after the last day of the shadowing experience.

Note: If a supervisor receives the survey, but did not spend enough time with the program participant to adequately complete the survey, the supervisor will forward the survey to the appropriate staff member(s) for completion. If the survey is forwarded to another employee, the host supervisor must notify the assigned TCDC staff member.

The data collected will assist in evaluating the effectiveness of the program, and the level of engagement of the participants.

Questions

Direct all questions concerning the shadowing program to the assigned PSA TCDC staff member.