

## **Members Shadowing Staff: Code of Practice**

Agreed by the Redesign Board 15.11.16

As part of the redesign process Members made a commitment to 'shadow' some front line staff performing their job roles as a "fly on the wall" experience. Redesign reviews present an opportunity to carry out shadowing; this guidance is intended to establish a code of practice to ensure that all parties are able to conduct shadowing in a convivial and trusting environment.

This is an observation technique and works best when the one shadowing is looking to gain a greater understanding of what the employee's (acting as a host) job role actually consists of and delivers. This approach should offer the Elected Member a unique opportunity to find out how staff work and what their roles involve. It will help Members develop a deeper knowledge and understanding of roles and functions within the Council and why things work the way they do.

For the individual being shadowed there is the opportunity to share experiences with Members, to discuss the role and its needs and priorities, and to reflect on work through discussion with the Member shadowing.

Members will spend an agreed period of time observing the day to day work of the host employee. This may involve a range of activities such as attending meetings, watching interactions with customers, etc. In fact it should be a typical representation of what the "host" employee does on a daily basis.

The host employee should provide opportunities for questions and a wash-up meeting should be conducted and recorded in order to ensure that both parties benefit from the shadowing.

### **Before the shadowing activity:**

**The relevant line manager needs to be involved in order to ensure that hosting takes place at an appropriate time and does not impact operational output.**

**It is proposed that shadowing activity is co-ordinated by the Head of People and Transformation in his role as participation champion. In addition to members feeding back to the board; a consolidated analysis of the information gained from shadowing can then be fed back to the board to inform their work.**

<b>Preparation for the Host employee:</b>	<b>Preparation for the visiting Member:</b>
<ul style="list-style-type: none"> <li>• What is the best time for the shadowing to take place and what period should the shadowing cover.</li> </ul>	<ul style="list-style-type: none"> <li>• What do I want to know about the job?</li> </ul>
<ul style="list-style-type: none"> <li>• What do I need to inform the Member of prior to the shadowing?</li> </ul>	<ul style="list-style-type: none"> <li>• Are there any specific tasks or elements of the job you would like to see above all others?</li> </ul>
<ul style="list-style-type: none"> <li>• Consideration should be given to work obligations and ensure that the shadowing experience does not get in the way of day to day responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>• What do you want to know about the team department?</li> </ul>
<ul style="list-style-type: none"> <li>• Do I need to check any health &amp; safety requirements prior to the visit?</li> </ul>	<ul style="list-style-type: none"> <li>• Are there any special requirements (such as dress code)?</li> </ul>
<ul style="list-style-type: none"> <li>• Do I need the informed consent of any member of the public / customer / pupil for the elected member to observe my interaction with them?</li> </ul>	<ul style="list-style-type: none"> <li>• Are there confidentiality issues I need to be aware of and consent to?</li> </ul>

**During the shadowing activity:**

<b>Host employee should:</b>	<b>Visiting Member should:</b>
<ul style="list-style-type: none"> <li>• Agree a suitable time dependent on the Member's requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Show tact, discretion and awareness and if required withdraw from situations when circumstances deem it appropriate (for example, a customer may just have requested a meeting to discuss something of a personal or private nature)</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure other colleagues are briefed about the shadowing experience</li> </ul>	<ul style="list-style-type: none"> <li>• Provide your host employee with feedback and reflections on what you have observed</li> </ul>
<ul style="list-style-type: none"> <li>• Provide time between sessions or prior to sessions for questions and feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain confidentiality at all times</li> </ul>
<ul style="list-style-type: none"> <li>• Provide the Member with</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that you show good time</li> </ul>

information on the team /department that the shadowing is taking place in.	keeping and inform your host if you are unavailable for any reason
<ul style="list-style-type: none"> <li>Provide appropriate notice and reasons if the shadowing activity has to be cancelled or changed in any way.</li> </ul>	<ul style="list-style-type: none"> <li>Make sure you discuss any specific requirements with your host in advance of the placement, so that the host has enough time to put adjustments in place in order to maximise the benefits of the shadowing.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure they discuss any special requirements with Members in advance of the placement, to ensure there is enough time to put adjustments such as PPE, specialist equipment etc in place in order to maximise the benefits of the experience</li> </ul>	

### Job Shadow record

Member name

\_\_\_\_\_

Job Shadow Host \_\_\_\_\_

Title: \_\_\_\_\_

Location of Job Shadow

\_\_\_\_\_

The following questions can be used to collect information to feedback to the Redesign Board.

1. What are your responsibilities?
2. What do you like most about your job?
3. What do you like least about your job?

4. What are typical working conditions? (hours, stress level, travel, physical working conditions, etc)
  
5. What is a typical day like for you?
  
6. How has your role changed in the past few years?
  
7. Why did you choose this job & employer?
  
8. What specialist skills are needed?
  
9. What would make your job easier/more productive?
  
10. The Redesign Board has developed values which were agreed by the Council. They are: challenging, open to ideas, participating and empowering. The statement about them is that:  

We believe everyone can have new ideas for doing things better. We want to hear them, especially when they challenge us. We believe good ideas and good results come from people coming together with different views, being respectful and honest about what we can do together. We will make even more effort to hear voices that are not normally heard. We will have faith in staff to use their initiative and we will have faith in local communities to do more for themselves.

What would need to change to put these values into practice in your job?

11. What feedback would you like to provide to the Redesign Board about redesigning your function and the Council?
  
12. Any other comments.