JOB SHADOW GUIDE
# IASE Job Shadow Guide

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Guidelines towards a successful Job Shadow Experience

Introduction

What is Job Shadow?
Job Shadow Day is composed of several components, built around an agreed time for a visit to a job site big or small in the private, nonprofit or government sector. Each participant can have the opportunity to tour a job site, “shadow” an employee known as the “Workplace Mentor” for a minimum of two hours and participate in some workplace activities.

Job Shadow Day is a partnership between a Disability Support Agency supporting people with disabilities (Participants) to see how work sites operate real-time and the workplace. The person with the disability will have chosen the type of work that interests them most. The Workplace Coordinator will oversee the logistics of the day, and employees including the Workplace Mentor serve as Workplace Hosts who will conduct activities with participants to demonstrate the job skills required for the job.

Benefits of Job Shadow
Job Shadow Day can provide experiences that are unique for each participant; Job Shadowing can show how employment can be translated into a rewarding and financially secure future.

Benefits to the Disability Support Organization
For the Job Coach looking for new ways to create employment opportunities, it can provide an innovative and hands-on experience that demonstrates the link between training and “real life;” it can be a tool to engage new employers and to promote valuable services that employers can avail of when recruiting.

Benefits to Employers
For Employers, Job Shadow Day can provide an opportunity to understand and learn about recruiting people with disabilities, it can help forge personally satisfying connections with people with a disability that could ultimately contribute to building a more prepared and focused workforce of tomorrow.

Supported Employment is a set of principles that guide the processes used to assist Job seekers with a disability to find and retain employment. People should be able to plan their careers with their support network and with the certainty of follow on support for their choice of work as long as they need it.

Employers can access appropriate and qualified support through their local Supported Employment Disability Agency.
Supported Employment/Disability Support Organization Roles and Responsibilities!

Prepare First

Review the Job Shadow Day Guide to structure your day

- Ensure the Job Shadow experiences are available to ALL by advertising and providing information individually or in a group
- Support all employers through advertising, making contact with previous participating employers and providing all relevant information
- Support the participating employer with their employees and Workplace Mentor to understand and prepare for their role in Job Shadowing.
- Do you have access to all the materials needed for the Job Shadow Initiative

Foster Partnerships to Strengthen Your Efforts

IASE encourage you to work with organizations, such as Local Chambers of Commerce, Lions Clubs, Rotary Clubs, Employers Organisations, and Trade Unions to maximize your efforts. Teaming up gives you the opportunity to:

- Increase the number and variety of Job Shadow experiences for participants and businesses in your community.
- Tap into a much broader array of resources, enabling you to share the work, costs and responsibility that go into organizing any event.
- Attract more media interest in your efforts as a larger cross section of your community becomes involved.
- Ensure sustainability – as more people become involved, popular demand for the event will make your efforts easier with each passing year.

If necessary seek advice, guidance and support from the IASE regional contact person or the National Office

Completing Organisation form

Each organization must complete an Organization Participant Form and return to IASE, this form must be authorized by the Service Manager. (A job coach must have permission to participate). This form will provide details of the organizations’ job coaches that will participate in Job Shadow.

Job coaches assigned to Job Shadow are required to return participant forms in advance of job shadow (see www.iase.ie for dates) ensure consent forms are complete (consent is included on the Participant form) and are responsible for returning evaluation forms to IASE.

Summary of the process to follow

- Organisation Application to IASE
- Contact local companies and invite them to participate in Job Shadow. Assist them to complete an application form if required.
- Contact/advice Clients/Service Users to participate and find out what type of shadowing they would like.
Meet the Company Coordinators/Mentors to commence preparation for the day. Prepare Client/Service User for the day using key supported employment principles for the process for example identify a realistic placement for the job seeker, address any accessibility or accommodations that may be necessary for the day, insure a risk assessment is carried out in advance etc..

- See www.iase.ie or contact your regional chairperson to have your copy of those principles.

All Job Shadow placement must be based on best practice in supported employment.
PARTICIPANTS
ACTIVITIES AND MATERIALS

Suggestions to the Job Coach or support person to prepare Participants
1. Find out what careers interest them or what skills they are keen to learn and what sort of companies they want to work in. If they don’t know, offer prompts by telling them about previous years, what other participants did, what they achieved and if there are success stories to share.
2. Share information on what it is like in an office, business and work environment such as how to introduce themselves, what to wear and the Job Coach/Support person should know what the dress code is, who the Workplace Coordinator is, who the Workplace Mentor is and ensure participants know all this information in a suitable format on the day.
3. Brainstorm with participants to help them identify the type of shadowing role they would like, get them to think about all the places they see people at work.
4. Remember to be person-centered and be prepared to present information and have discussions with the employer in the lead-up to Job Shadow.
5. Explain the definition of Job Shadowing.
6. Go through the following points, asking participants to brainstorm and to prepare questions they could ask their Workplace Mentor.
   a. Participants will observe what really happens in the “world of work”
   b. Participants will learn what skills are needed for the job of their choice or the skills they wish to learn
   c. Participants will meet interesting people in the community
7. Make sure that participants have a Consent Form; any Medical Authorization and their CV if appropriate.
8. Job Coaches/support staff should be knowledgeable of timeframes, forms for participants and employers; who to pass information to and who to ask when information is needed.

Introducing the Job Shadow Day Workplace Partner
Keep an eye on the suggested schedule of dates and ensure that you have contacted the Workplace Coordinator well in advance to ensure they have appropriate time to provide information about the organization. You have the option of discussing the information with participants or asking them to conduct their own research using the Internet or other library resources. However, if the information is essential on the day and the employer is concerned for aspects such as health, safety and security it is vital the participant receives the information and in a suitable format from the Job Coach/support person.

Preparation for the Job Seeker with the Job Coach
Photocopy for each participant all materials, activities and forms they will be expected to complete in order to participate for example a Personal Skills Assessment

Explain to the participants that during Job Shadow Day, they will be assigned to different employees at the workplace where they will learn about that person’s job duties and associated skills.
Role of the Workplace Coordinator

- Link with partners the IASE Supported Employment Service and request the Employers Application Form and a copy of the insurance coverage
- Provide introduction and orientation to employees interested in serving as Workplace mentors – seek Job Shadow support or disability awareness support or training from IASE Supported Employment Agency as needed
- Ask what job or what skills the participant is keen to learn and seek support from the Job Coach to carve out a suitable role and on that basis select or request a mentor
- Provide access to appropriate work spaces, departments and equipment and seek support for accommodations as above if needed
- Provides IASE/Job Coach with general background information on the workplace, the job specification, the dress code, confidentiality and safety issues etc.
- Publish internally and for the public, especially if the role involves customers or is front-line for awareness and publicity in the workplace for Job Shadow Day
- Ensure that company participates in post event evaluation.

Role of the Workplace Mentor

- Meet and greet participants; know what skills or job they are keen to learn
- Ensure participants are introduced to a normal work environment and prior to the event ensure colleagues are aware as required to better enable them on the day too
- Mentors can express the importance of the win win situation Job shadow presents – participants are learning new skills of their choice and seeing a real work environment and employers are increasing their disability awareness
- Be willing to spend time reviewing materials and planning in preparation for the day
- Be willing to dedicate part of the workday to the participant and remain fully available to that person during the visit
- Gives participant explanations of workplace safety and security policies and procedures
- Helps participant understand skills needed for the job
- Demonstrates and explains effective work methods.
- Shows the participant around the work premises
- Use the Workplace Coordinator Checklist, develop an agenda based on what the participant wants to learn; what you as mentor can provide and ask for help or support from the Job Coach/Support person before and/or during the event

Suggested Structure:
Participants arrive and are settled in a comfortable meeting place.
Orientation session (10 minutes) - Introduction of participating personnel to discuss:
- Mission of Company: What you do
- Purpose of Company:
- Personal note: Why is my job important to me?
- Why I’m glad you’ve joined us today
- Reason for being involved in Job Shadow
- Introduction to mentor and the day begins
WORKPLACE COORDINATOR CHECKLIST

Two to Four Weeks before Job Shadow Day
- Review all Workplace Coordinator materials.
- Recruit employee volunteers who are interested in being Workplace Mentors.
- Provide Workplace Mentors with materials.
- Call your Job Shadow Job Coach/support person to exchange information.
- Reserve room for orientation and arrange lunch if agreeable.
- Fax information on the workplace and the mentors with whom participants will be paired to the local Job Shadow Coordinator.
- Arrange for internal publicity of Job Shadow Day through workplace newsletter, e-mail, bulletin boards, etc.
- Work with Job Shadow Coordinator to determine participant transportation to and from the workplace if applicable.
- Prepare orientation and secure speakers.
- Notify Workplace Mentors of the names of their participants.
- Conduct Job Shadow Workplace Mentor orientation session.

Job Shadow Day
- Greet participants at designated entrance.
- Conduct orientation session.
- Supervise pairing of participant with their Workplace Mentor.
- If possible meet participant at lunch time.
- Ensure that participant gets to their transportation for departure.

Week after Job Shadow Day
- Conduct debriefing session with Workplace Mentor.
- Collect Workplace Mentor Evaluation Forms and mail them to the Job Shadow Day Job Coach/support person.
- Complete the IASE evaluation.
- Celebration with the IASE when the Awards Ceremony takes place.

Understanding the Role of the Job Coach/Support Person & Participant
The Job Coach/support person:
- Identifies interested participants
- Identifies companies interested in taking part in Job Shadow Day and meets with interested to explain the process.
- Provides all relevant paperwork and guidance as required.
- Provides the Workplace Coordinator with skill descriptions, their interests of participating participants, including any special needs.
- Follows all workplace safety and security policies and procedures.
- Provides the IASE Evaluation Form; information and support to the Workplace Coordinator.
WORKPLACE MENTOR
GUIDELINES FOR HOST COMPANIES

Ask to See Your Participant’s Job Shadow Day Expectations Worksheet
- The participant may bring some learning objectives and ranked their importance.
- If your participant hasn’t completed this worksheet it could be a positive experience to work on it together.
- Discuss the objectives and why these were chosen
- Remember what was important to him/her to learn. Be prepared to alter your activity plan to help the participant meet his/her objectives if the opportunity arises.

Participant Interview
Ask the participant if they have questions – you may need to prompt so suggest format is as follows;
- How long have you worked here
- Is this the job you started in
- Do people get promoted in this company
- What matters most – skills, experience or qualifications
- Did you need a qualification to get this job
- How many years did you study
- How many people work here
- What are the benefits to working here

Break
Please try to have the same break as normal and include the participant. Remember that even during this time, the participant in your care must remain supervised.

The Job
- Having completed the formalities it is now time to allow the participant to shadow you as you go about your daily tasks.
- Introduce the participant to your colleagues and tell them that the participant will be working with you for the day.
- Try to involve the participant as much as possible in the job and encourage them to ask questions. It is important that you endeavor to carry out your routine as normally as possible as the participant shadows you.
- If the participant uses a wheelchair or a walking aid, or has a hearing or sight impairment it will be vital to make some reasonable accommodations. The Job Coach/support person will be able to advise you. Sample accommodations include ensuring the corridor is clear of obstacles, which you have wheelchair access and meeting rooms are accessible.

Role of the Participant
- Demonstrates desire to explore career options and personal skills and abilities.
- Willing to develop a personal action plan to improve employment opportunities.
- Participates in preparatory activities conducted by the Job Shadow Programme.
- Follows all safety and security policies and procedures of the employer
- Willingly participates in all activities structured by the Workplace Mentor
ACTIVITIES AND MATERIALS FOR COORDINATORS

Suggestions for Preparation of Host Companies

Make contact with your Workplace Coordinator prior to Job Shadow Day. By building the bridge between the disability service and the workplace, you can help prepare participants for the workplace as well as prepare the workplace for the participants. Often companies have websites which provide interesting information for job seekers and participants. Try to cover the following points:

Information to obtain from the Workplace Coordinator:
- A description of what the organization does
- The organization's contact information, directions, car-parking facilities and public transport information
- What the participants can expect to experience at the organization and the names/positions of the people the participant will meet on the day
- Arrangements for lunch
- Specific information regarding participant drop-off and pick-up points
- Dress code and safety regulations
- Mutual agreement on the agenda for the day

Information to provide the Workplace Coordinator:
- A brief description of the participant needs abilities etc.
- What the participants are currently doing that might relate to the workplace
- Information on participants' fields of interest and skills they wish to learn
- A copy of the Insurance from the Disability Agency or the IASE
- Application and evaluation forms as appropriate
- Any support as needed or a referral for support from the regional or national IASE office
FREQUENTLY ASKED QUESTIONS

Q. Does getting involved in Job Shadow Day take a lot of time? I’m very busy.

A. No! Whether you are an employer, employee or volunteer, participating in IASE Job Shadow Day is easy and may only take a few short hours of your time. This guide provides the activities and materials you will need to make your Job Shadow Day beneficial to everyone who participates.

Q. I’m interested in participating. Now where do I get my “shadow”?

A. If you want a participant to come to your place of work, contact IASE or register your interest as follows:

Employers  

Disability Organisations  
http://www.iase.ie/pages/job_shadow/hsi_2010/hsi_app_forms/organisation_application_form.html

Job Seekers/People with Disability  

Q. What are the benefits of Job Shadowing?

A. Job Shadowing can give people with disability a new perspective on employment, because it shows them a number of choices for their future. According to an evaluation from the previous year’s of JSI participants also become more academically motivated after experiencing Job Shadowing because they are better able to grasp the connection between employment and the job site cultures. Job Shadowing also introduces participants to the requirements of professions and industries, building a more prepared workforce for the 21st century.

Q. Does Job shadowing encourage participants to get jobs rather than go on to further education?

A. On the contrary — research has shown that many participants become inspired to attend training or further education after observing people in the workplace. They learn that their career goals require hard work and usually some form of higher education. They also gain a firsthand understanding of the relevance of academics to the professional world.
TERMS USED EXPLAINED

IASE
Irish Association of Supported Employment

IASE Job Shadow Initiative
An IASE national project to provide people with disabilities an opportunity to shadow at a work site in a career/job of interest to them. This is an annual initiative.

Job Shadow/JSI
Abbreviated term for the Job Shadow Initiative

Shadowing
Describes the participant's role at the work site.

Supported Employment
Supported Employment is a concept, which enables people with disabilities to be employed in paid jobs in the open labour market. Supported Employment provides support to job seekers with disabilities and their employers and co-workers. The support given allows individuals with disabilities to become and remain gainfully employed.

Participant
A job seeker with disability who will take part in the Job Shadow Initiative

Host Company
A company that registers to take part in the Job Shadow Initiative

Job Coach
A job coach (sometimes called an Employment Facilitator) supports people with disabilities in their workplaces, and gives advice to employers and co-workers on the integration of people with disabilities.

Job Shadow Contact Person
This is usually the job coach

Disability Support Agency/Supported Employment Agencies
The disability organisation working in your locality to promote and develop equal employment opportunities for people with disabilities.

Service Manager
The person in charge of the local supported employment agency or disability support agency

Workplace Coordinator
The person at a work site who will oversee the organisation's involvement in the Job Shadow Initiative.

Workplace Mentor/Workplace Hosts
A person in a host company that has agreed to be shadowed by a person with disabilities through the national job shadow initiative

Organization Participation Form
The IASE Job Shadow Initiative Form to be completed by Supported Employment Agency that are taking part in the IASE National Job Shadow Initiative.

Evaluation Form
A form given to all parties to review the IASE Job Shadow Initiative.

Risk Assessment
A process undertaken by the Job Coach to ensure that the work site is safe and suitable for the participant.

Consent
Permission/agreement
Consent Form
The consent declaration is part of the participant form, to be completed where a participant requires parental or guardian consent to participate and provide authorisation to use photographs taken on the day.

Participant’s Job Shadow Day Expectations Worksheet
A form used by Job Coach to assess the participants expectations
Accommodations (reasonable accommodations)

Best Practice in Supported Employment
This is the model & principals used ensuring the highest standards of service are provided by the Supported Employment agency. See European Best Practice Standards and Guidelines http://www.iase.ie/pages/policy/EUSE_Informationbooklet_qualitystandards_2005.pdf

Service User/Client
Person with Disability who is using a disability service or registered with the supported employment agency

Medical authorization
Confirmation that the person with disability is fit to participate in the Job Shadow Initiative

CV
Curriculum vitae/résumé

Materials
Documentation to support the Job Shadow Initiative for all involved

Workplace Coordinator Checklist
List to guide host companies to ensure job shadow success

Learning objectives
Objectives set to support the person with disability who is participating in Job Shadow to identify learning outcomes from job shadow initiative.
### Job Shadow Time Line 2012

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<td>Supported Employment Service Registration with IASE</td>
<td>January – February</td>
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<tr>
<td>Participants Registrations (job seekers)</td>
<td>January – March</td>
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<tr>
<td>Job Coaches to identify participants from January to March</td>
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<tr>
<td>IASE will refer web based applications and telephone enquires to the local participating supported employment agency as they arrive</td>
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<tr>
<td>Job Coach’s must return number of participating job seekers to IASE by</td>
<td>30th March</td>
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<td>Final Numbers must be confirmed by</td>
<td>20th April</td>
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<tr>
<td>Host Companies Registration</td>
<td>Jan – April 2012</td>
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<tr>
<td>If company would like to to be included in Advertising the must register early</td>
<td>15th March 2012</td>
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<tr>
<td>Final Deadline for 2012</td>
<td>20th April 2012</td>
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*Company registrations received after April 20th may not be able to host during the National Supported Employment Week and may be part of 2013 Job Shadow Initiative*
### Who can I contact for more information or support?

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