

CHILD PROTECTION SERVICES  
STANDARDS FOR EFFECTIVE PRACTICE  
**STANDARDS FOR HUMAN RESOURCES**

#### **11.4 PRE-EMPLOYMENT SHADOWING PROGRAM**

##### **Council on Accreditation Standards**

The Council on Accreditation Standards G4.6 (Recruitment and Selection of Personnel); and G4.7 (Recruitment and Selection Procedures and Practices) link to and support Standard 11.4 *Pre-Employment Shadowing Program*.

##### **Administrative Code**

There are no Ohio Administrative Code Rules that directly address Standard 11.4 *Pre-Employment Shadowing Program*. See Chapter 4000 of the Administrative Procedures Manual (APM).

#### **I. Philosophy**

The outcome of matching the right candidate to the right job within a child welfare agency does not occur without planning and intent. The pre-employment shadowing program is one part in the process of assuring the best possible outcome for the agency and prospective employee. The underlying principle is that the more the agency knows of the prospective employee and visa versa, the better they are both equipped to make an intelligent decision. Pre-employment shadowing increases the exposure the agency and the prospective employee have with each other and allows each a more thorough assessment of the other.

#### **II. Outcome**

The ultimate outcome is that the children and families of the county benefit from a workforce that is well matched for the job they are required to perform. Additionally, the agency and potential employee make better-informed employment decisions leading to increased staff retention.

#### **III. Evaluation**

FACSIS events, CPOE and the Federal Health and Human Services outcomes may be considered when evaluating this standard. In addition, the CFSA may consider the following:

- documentation and percentage of job candidates given the opportunity to job shadow;
- documentation regarding job shadowing, including interviews;
- documentation indicating use of staff input based on shadowing experience;
- analysis, on an annual basis, of the impact of job shadowing on candidate pool, hiring rate, etc.

#### **IV. Standards for Implementation (an example from Lorain County Children Services)**

- 1) The opportunity to job shadow is presented to every job candidate who successfully completes an initial employment interview. This includes candidates for every position in the agency. While the opportunity is extended to everyone, it is not mandatory for employment at the agency. Some candidates prefer to not shadow and their decision is not considered a negative response. The shadowing experience is offered to job candidates as a "no obligation situation" for both parties.

- 2) The shadowing experience is designed to last for up to two 8-hour days. However, the experience can be customized to the candidate's scheduling demands. Some candidates prefer a shorter experience of one day or part of a day.
- 3) Prior to starting the shadowing experience, all candidates must sign a contract detailing the purpose and pay for job shadowing as well as a statement of confidentiality (see Addendum C, *Sample Contract for Pre-Employment Shadowing*).

During the job shadowing experience, candidates are paid at a rate as if they were an employee. At the end of the year, the candidate receives a 1099 Miscellaneous Income Statement from the agency.

- 4) The Human Resource Department facilitates the shadowing experience but the individual units where vacancies exist develop the schedule for the candidate. This allows for maximum "real life" experiences. The Human Resources Department is responsible for scheduling the shadowing experience, completing the necessary paperwork and conducting the concluding interview.
- 5) During the candidates shadowing experience, the Human Resources Manager gathers feedback from agency personnel who have had contact with the candidate as to the candidate's appropriateness for employment.

At the conclusion of the shadowing experience, the Human Resources Manager and supervisor conduct a concluding interview with the candidate to answer any questions and detail the next step in the hiring process.

At the discretion of the unit supervisor, the shadowing experience may be concluded at any time. The Human Resources Manager is advised of this and notifies the candidate.

*\*Adapted from the Lorain County Children Services Board, 12/01.*