

● ● ● Career Pathways Series ● ● ●

JOB SHADOW HANDBOOK



San Diego City College

Program Purpose 3

 Outcomes & Objectives..... 3

 Learning Outcome 1: Increase Institutional Knowledge 3

 Learning Outcome 2: Leadership Development 3

 Learning Outcome 3: Relationship Building..... 4

Mentors 4

 Expectations..... 4

 Preparing to Host a Job Shadow 4

Mentees (Shadows)..... 5

 Expectations 5

 Preparing to Participate in a Job Shadow 5

Checklist 6

Resources 7

 A. Example Mentee Questions 7

 B. Mentor Reflection Questions 8

 C. Mentee (Shadow) Reflection Questions 9

 D. Establishing a Relationship Questionnaire 10

Notes 12

Program Purpose

The Job Shadow program within Career Pathways provides employees with a behind the scenes look at college operations. Employees with an interest in California community college leadership will have an opportunity to learn from the executive team's unique experiences and journey. The program will give employees a comprehensive understanding of the executive team's role, responsibilities, and decision-making processes. Employees will come away from the experience with strategic knowledge on how to leverage existing resources to develop professionally in pursuit of future leadership roles.

Outcomes & Objectives

Learning Outcome 1: Increase Institutional Knowledge

- **Objective 1.1:** Attend and observe the President and Vice Presidents during their meetings and gain insight into high-level decision-making processes and strategic planning.
- **Objective 1.2:** Participate in sessions designed to enhance your knowledge of the college's operations, including key administrative functions and policies.
- **Objective 1.3:** Understand the details of enrollment management and its impact on our college's operations and goals.

Learning Outcome 2: Leadership Development

- **Objective 2.1:** Gain insights into the leadership styles of the President and Vice Presidents and learn how they approach problem-solving and decision-making in their respective roles.
- **Objective 2.2:** Participate in one-on-one and group coaching sessions aimed at enhancing your leadership skills and developing a deeper understanding of the leadership competencies necessary for effective administration with an academic institution.
- **Objective 2.3:** Learn about career advancement paths within our District and the state and how leadership roles evolve in higher education.

Learning Outcome 3: Relationship Building

- **Objective 3.1:** Develop valuable professional relationships with members of the Executive Team and strengthen your professional network through formal and informal interactions and activities.
- **Objective 3.2:** Gain insights into the organizational culture of the college and learn how effective relationships are built and maintained in a leadership setting.
- **Objective 3.3:** Engage in discussions with the leadership team to gain different perspectives on institutional goals and challenges, enhancing interpersonal and communication skills.

Mentors

Expectations

The expectation for each job shadow host is to share information about your career path, your current role in the form of duties you might have, education requirements, and types of experiences that were instrumental in your development or career choices. It is important to remember that the person shadowing you is usually exploring career options, and they may have a lot of questions that indicate they have a limited understanding of the field they are exploring.

Preparing to Host a Job Shadow

The following questions can help you prepare for a successful job shadow and mentoring experience. Answer the questions to provide clarity and gather necessary information for your mentee. The questions are provided as reflection questions under Resource B.

- What do participants need to understand about my daily routine?
- What skills and competencies will I demonstrate that will help participants understand this role? Examples include leadership skills, time management, project management, and use of technology.
- How can I show them the challenges of my role and how I resolve them?
- How will I make sure my mentee feels comfortable communicating and asking questions of me?

Mentees (Shadows)

Expectations

To have a positive and fulfilling experience in the job shadow program a mentee should reflect on why they are doing the job shadow and what they hope to achieve from the program. Mentees should prepare for each session with their mentor by completing any required readings or assignments. It is also appropriate for the mentee to bring questions with them to each session to ask their mentor.

Preparing to Participate in a Job Shadow

The following questions can help you prepare for a successful job shadow and participant experience. Answer the questions to provide clarity and articulate your goals for the job shadow. The questions are provided as reflection questions under Resource C.

- What do I want to learn from this experience?
- How will I apply what I learn from this experience?
- What am I most curious about?
- What feedback would I like to receive during and after this experience?

Checklist

Mentors should refer to the checklist as a guide to ensure that all topics are covered during the job shadow experience.

- Resume review
- Overview and requirements of the hiring process for manager and administrative positions
- Professional learning opportunities within the District, region, and state
- Career advancement opportunities within the District
- Leading versus managing
- Enrollment management
- Developing and managing a budget
- The purpose of strategic planning

Resources

A. Example Mentee Questions

1. What are the areas of the college that you oversee and provide leadership for?
2. What do you do during a typical work week/day?
3. What skills/abilities/attributes are most important in your work?
4. How did you find yourself in your leadership role?
5. What preparations (education, training, or other work experiences) would you suggest for someone interested in a leadership role?
6. What are the most significant challenges you face in your role? How have you overcome them? What challenges face the college?
7. What challenges have you faced in your career and how have you overcome them?
8. What attributes do you look for in people you hire?
9. What is the average beginning salary for a person entering this career field?
10. What opportunities for advancement are there at the college, District, and/or within the California Community Colleges?
11. In your role how much flexibility do you have for innovation, self-expression, hours of work, lifestyle, decision making (authority), and feedback?
12. How much of your role involves interacting with staff and students? Working independently or with others?
13. Can you recommend any resources (magazines, journals, publications, websites, organizations) that I could refer to for professional development?
14. What advice can you give to an aspiring leader in higher education?
15. How has your career path evolved over time?
16. What skills have been most valuable to your success in your role?

B. Mentor Reflection Questions

1. What do participants need to understand about my daily routine?

2. What skills and competencies will I demonstrate that will help participants understand this role? Examples include leadership skills, time management, project management, and use of technology.

3. How can I show them the challenges of my role and how I resolve them?

4. How will I make sure my mentee feels comfortable communicating and asking questions of me?

C. Mentee (Shadow) Reflection Questions

1. What do I want to learn from this experience?

2. How will I apply what I learn from this experience?

3. What am I most curious about?

4. What feedback would I like to receive during and after this experience?

D. Establishing a Relationship Questionnaire

The following questions are designed to be answered by both the mentor and mentee as a form of community building and to establish a shared purpose for the job shadow experience. These can be answered and shared prior to the first one-on-one meeting.

- 1. How would you describe yourself?

- 2. What would you say your top personal and professional passions are?

- 3. What are your greatest strengths?

- 4. What areas would you like to develop in?

5. What are your current roles and responsibilities?

6. How do you continue to grow and learn in your profession?
