



# **USAID's Engendering Industries Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries:**

**5.7 Provide on-the-job learning opportunities, such as job shadowing and job rotations, especially for business areas in which women are underrepresented**

## **About Your Gender Equality Plan**

The following Gender Equality Plan was generated using Engendering Industries' online tool: [The Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries](#). The best practices listed in this plan were identified and included to fill gender equality gaps at your organization. The information included in your plan provides an overview of how to implement best practices, challenges to implementation, and markers of success. More information and resources for advancing gender equality at your company are available at [EngenderingIndustries.org](https://EngenderingIndustries.org).

## Description

On-the-job learning opportunities create exposure for women to working areas in which women are underrepresented or where the company wants to attract more women and expose managers and staff in these company segments to women as potential colleagues, which may reduce resistance to hire more women

These opportunities may include:

- Job-shadowing<sup>[1]</sup> (single days or for a certain period of time)
- Working on different job locations and in different business segments for a limited period of time
- Buddying with somebody from a different department and/or business segment with structured exchange facilitation to learn about the specifics of their work
- Cross-functional project assignments or other assignments that require the person to collaborate more closely with other departments
- Research or data collection assignments that expose the person to other business areas and support their understanding of the specifics of these business areas

Develop high-quality programs with a clear structure including:

- Clear strategy and targets and quality standards for each program in place
- One person in charge of coordinating the program, acting as point of contact for learners and supporters
- Identification of target group and suitable supporters and quality matching process in place
- Training or clear instructions for supporters
- Constant evaluation and integration of feedback from learners and supporters

Instruct supporters to create a positive image of the job area and act as role models with regards to gender values in their role, as ambassadors for a specific job area

Job rotations can also increase opportunities for women to work for more than one supervisor and increase opportunities for more unbiased and fair evaluation of their

performance

#### **Challenges to Implementation**

Supporters may not be aware of their role as ambassadors and role models for their specific business area

Supporters may face comments or jokes from co-workers due to cultural boundaries between women and men

Supporters may experience their role as burdensome, especially in cases of bad matching

#### **What Success Looks Like**

A variety of on-the-job-training opportunities are in place supporting women to leverage their skills through interpersonal learning and exposure to working areas within the company, in which women are underrepresented or more women are desired to work

Supporters of on-the-job-learning opportunities have been trained/instructed to act as role models with regards to gender and as ambassadors for their business area

Feedback from supporters and candidates is positive

Women become interested in working in one of the job areas they were exposed to

Managers' mindset of working areas with less women is more supportive of having women in their departments

#### **Resources and Tools**

**Example:** [Sodexo North America Hosts National Job Shadowing Program to Promote Professional Development for Women](#) (Sodexo US)

**Article:** [Job Shadowing - Why the Big Fuss?](#) (Fundiconnect)

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[1] **JOB SHADOWING.** Type of on-the-job employee job training in which a new employee, or an employee desiring to become familiar with a different job, follows and observes a trained and experienced employee. (Source: [The Balance Careers, Job Shadowing is Effective On-The-Job Training](#))