

San Mateo County  
Human Resources  
Department



Created By:

Agile Organization Steering  
Committee

## Expanding the Agile Organization Initiative

**Implementing a Fellowship Program  
Partnership with the  
San Francisco State University  
Masters of Public Administration Program**

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## EXECUTIVE SUMMARY

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The purpose of this report is to recommend the formation a formal partnership between the County of San Mateo the San Francisco State University Masters of Public Administration (MPA) program in order to ensure a qualified and talented pool of applicants for a County fellowship program. The fellowship program will be administered by the Human Resources Department. The creation of a fellowship program will support the Agile Organization initiative by increasing work delivery options, increase County departmental efficiency, prepare the next wave of County employees, and open up opportunities for highly skilled individuals to get some exposure to public service.

This report provides an outline for the formation of a County fellowship program, based on recommendations from other public agencies that administer their own fellowship programs. It lays out action steps that the Human Resources Department will take to develop the fellowship program and defines the roles and responsibilities of both the County and San Francisco State University. Specific action steps include developing fellowship implementation and onboarding procedures, establishing a fellowship application process, determining unique learning and development opportunities that the fellowship program will provide, and deciding how fellowships will be properly evaluated.

This report also contains an overview of recent fellowship opportunities offered in San Mateo County, as well as examples of other public sector fellowships in Los Angeles County, Cuyahoga County (Ohio), Montgomery County (Maryland), and the City of Palo Alto that San Mateo County will use as models if organization chooses to adopt its own program. The report concludes with a review of the reasons for implementing a County fellowship program.

## WHAT IS A FELLOWSHIP?

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The term “fellowship” has many different meanings in different sectors of the workforce, but for the purposes of this report, a fellowship position with the County of San Mateo will involve the following criteria:

- The position is short-term, typically 1-2 years.
- Scope of Work:
  - *Option #1:* The work is concentrated around a central project or initiative determined by the participating department/County.
  - *Option #2:* The work is rotational within a single department or throughout multiple departments.
- The fellow is **not** utilized solely to temporarily backfill for a regular employee who is on leave.
- In addition to regular work assignments, the fellowship position offers opportunities for participants to learn and develop professionally.
- The nature of the work is high-level and could involve:
  - Policy Work
  - Budget/Finance
  - Countywide Initiatives

*\*Note: Criteria are subject to change upon review and revision by Agile Steering Committee and other subcommittees concerning the implementation of a County fellowship program.*

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## FELLOWSHIP PROGRAM OVERVIEW

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The San Mateo County Human Resources Department seeks to form a partnership with the San Francisco State University Masters of Public Administration (MPA) program for the purposes of creating a pipeline for Masters graduates to participate in a one to two-year paid fellowship program designed for individuals who are interested in pursuing a career in County government.

This new program will provide participants with the unique opportunity to work in one of the County's 22 departments, participating in the many dynamic programs and services that are provided to County residents. The program will be managed by the San Mateo County Human Resources Department.

The program is modeled after public sector fellowship programs in Los Angeles County, Cuyahoga County (Ohio), Montgomery County (Maryland), and the City of Palo Alto. The County fellowship program is designed to enhance County succession planning efforts and enable departments to invest in

*The program is meant to increase County departments' bench strength and pool of eligible candidates.*

their future leadership. The program is meant to increase County departments' bench strength and pool of eligible candidates.

The County fellowship program is part of San Mateo County's efforts to become a more agile organization.

Fellowships allow departments to more easily attract highly skilled and qualified individuals who may not want to make a long-term commitment to a specific position, but would rather move across different levels and specializations within the County.

*The County fellowship program is part of San Mateo County's efforts to become a more agile organization.*

Fellows are distinguished from other County intern-type positions by the level of independence, complexity of assignments, advanced knowledge or specialization, reporting relationship, ability to lead or train others, and salary.

Fellows will work on either a rotational assignment through multiple County departments or spend their entire time in a single department. The nature of the assignment will depend on the number of participating departments and the amount of work available. Fellows will also receive a number of professional development and networking opportunities that will help them hone their skills and become effective public servants. After completing the fellowship, fellows who have performed exceptionally will be encouraged to compete for first-line management positions in the County.

*\*Modifications to the San Mateo County fellowship program may occur during the course of the program to enhance and refine program outcomes.*

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## PROGRAM STRUCTURE

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### **PARTNERSHIP WITH SAN FRANCISCO STATE UNIVERSITY MPA PROGRAM**

The County's partnership with the San Francisco State University Masters of Public Administration (MPA) Program will make it easier to bring in skilled and qualified candidates to work on high-level projects and initiatives. The Human Resources Department will work with San Francisco State professors to recruit talented recent San Francisco State MPA graduates and identify those individuals best suited for each available fellowship opportunity. We aim to start recruiting for the fellowship program in the fall of 2014 and hire on fellows in the summer of 2015.

#### ***Roles and Responsibilities:***

A partnership between the County of San Mateo and San Francisco State University MPA Program will be beneficial to both organizations. In discussions with San Francisco State University MPA Program Director, Dr. Sheldon Gen, we established the following arrangement:

- *San Mateo County provides:*
  - Employment opportunities through County fellowships.
  - Guest lecturers for SF State MPA classes to talk about county governance and San Mateo County.
  - Information sessions held at San Francisco State at the beginning of each fellowship recruitment period to help sell the County's fellowship program.
- *San Francisco State University provides:*
  - A diverse pool of talented graduate students interested in pursuing careers in local government.
  - Professors to teach County training workshops.

#### ***About the San Francisco State MPA Program:***

San Francisco State University boasts a nationally accredited, nationally ranked MPA program that equips its students with the necessary skills to become effective leaders in government. The program has five full-time faculty members, each with substantial academic preparation and practitioner experience. The program's student population is highly diverse ethnically, socioeconomically, and in work experience. The County of San Mateo has partnered with the San Francisco State MPA program in past years through the Masters of Public Administration On-Site Cohort Program. Additionally, a number of talented San Francisco State MPA graduates currently work for the County.

- Total number of students: 120-130
- Average graduation time: 2-2½ years
- Existing Partnerships:
  - Deloitte Touche Tohmatsu Limited; 1 fellowship/year
  - Government Accountability Office (GAO); 1-2 internships/year

## **FELLOWSHIP PROGRAM STRUCTURE: ROTATIONAL, DEPARTMENT-BASED, OR PROJECT-BASED**

The Human Resources Department and San Francisco State faculty will determine whether to implement a rotational fellowship program, a department-based program, a project-based program, or a combination of the three. A *rotational program* would have fellows rotate through a certain number of participating departments. A *department-based program* would allow fellows to work with one specific department for the duration of their term. A *project-based program* would assign fellows to work on a specific project (ie: Countywide initiative) that may involve many different departments, but does not require them to be tethered to one specific department.

### ***Benefits of Each Program Type:***

- Rotational Program:
  - Fellows would get exposure to a variety of different work opportunities available in the County.
  - Would allow more departments to utilize fellows by sharing funding costs.
- Department-Based Program:
  - Fellows would be able to develop a familiarity with their department/division and gain a greater understanding of its operations. This familiarity could result in a smoother transition into a possible managerial or leadership role in that department after the fellowship ends.
  - Departments would be able to utilize fellows for larger scale, more time-consuming projects with the knowledge they will be there for an extended period of time.
- Project-Based Program:
  - Fellows would be able to focus their efforts around a specific project/initiative and have the freedom to work with multiple departments.

The structure of the County fellowship program may depend on certain factors such as the work demands of each participating department, available departmental funding, and the interest and specialization of the recent MPA graduates.

## **COMPENSATION**

Compensation for fellows will be competitive, as a fellow's credentials and expertise in specific fields merits higher pay than an intern.

- Hourly wage; Level of pay defined by fellow classification.
- Full health benefits.
- Defined contribution retirement plan.
- Vacation and sick leave accrual.
- Will also consider County assistance with relocation and living expenses for out-of-area fellowship candidates.

## **CAREER DEVELOPMENT OPPORTUNITIES**

In order to attract qualified and talented individuals to San Mateo County, the fellowship program will provide a number of professional development opportunities, as well as activities that will incorporate fellows into the County's work culture.

During their time with the County, in addition to their regular duties, fellows will be given the opportunity to:

- Attend County-sponsored fellow enrichment activities organized by Human Resources.
- Take County employee development classes through LMS.
- Conduct an informational interview with their department head.
- Apply for County positions (of similar classification) with promotional points upon completion of the fellowship program.
- Attend conferences such as ICMA Annual Conference.
- Attend County-sponsored leadership forums.

## **HIRING PROCESS**

Fellowship applicants will either:

1. Apply to specific departmental/project-based fellowship opportunities that will be established prior to the recruitment period; or
2. Apply to the fellowship program in general, and then be assigned to specific departments/projects upon selection.

The Human Resources Department will work with San Francisco State faculty to review and screen potential applicants. After the initial screening of applicants, Human Resources will coordinate with participating County departments to develop an interview process (ie: interview questions and testing). Each interview process may be tailored to the participating department's needs and will depend on the type of fellowship that is being offered (ie: rotational, departmental).

## **ONBOARDING PROCESS**

Once selected, fellows will participate in an abbreviated onboarding process administered by the Human Resources Department. The onboarding process may include:

- Viewing the soon-to-be-implemented County onboarding website upon acceptance into the fellowship program.
- A short in-person or webinar orientation specifically designed for fellows, laying out all of the opportunities available to fellows in the County.
- San Mateo County's New Employee Welcome.
- Networking events.



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## **PROGRAM IMPLEMENTATION: THINGS TO ESTABLISH**

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Implementing a County fellowship program will require some organizational and structural changes. Below is a list of policies and procedures that the Human Resources Department will consider adopting in order to successfully implement the fellowship program.

### **CRITERIA FOR FELLOWSHIP CREATION**

Fellowships are unique positions in that they typically involve a special and often complex initiative or rotational assignment for participants to focus on during their tenure with the County. Due to the unique nature of fellowships, the Human Resources Department will establish criteria that County departments must meet in order to create a fellowship position.

The criteria will include an evaluation or analysis of:

- The work required of the position (ie: complexity and type of work).
- The appropriate job classification and pay scale for the position.
- Available departmental funding.
- The type of candidates the fellowship position is trying to attract.
- Whether there is available supervisory staff to manage the department's fellow.

*Note: Criteria are subject to change.*

### **FORMAL PROCESS FOR FELLOWSHIP IMPLEMENTATION**

In addition to establishing criteria for creating fellowships, Human Resources will also consider implementing an official process for determining which departments will receive fellows. Departments will be required to submit their program descriptions to the Human Resources Department for review and selection.

The City of Palo Alto had a formal bidding process for departments interested in taking on fellows. The process went as follows:

- Each department should review its operations and determine if there are specific projects that could use the assistance/leadership of a fellow.
- The work must be meaningful and help pique the Fellow's interest in local government.
- Department heads submit potential assignment description to Human Resources Department for review and selection.

*Note: Other public agencies do not have a formal bid process. For example, the projects and initiatives assigned to fellows in Cuyahoga County are determined by the Office of the County Executive.*

## **COUNTY FELLOWSHIP COORDINATION RESPONSIBILITIES**

The Human Resources Department will be responsible for managing, tracking, and overseeing all County fellowship opportunities. A representative from Human Resources will serve as the primary contact for departments interested in creating, retaining, or altering a fellowship position.

Responsibilities of the Human Resources Department with regards to the County fellowship program would include, but not be limited to:

- Reporting out regularly to the County on tasks, initiatives, and projects performed by County fellows.
- Advertising and promoting fellowship programs within and around the County.
- Working with County departments to locate areas where implementing a fellowship program would be beneficial.
- Creating and monitoring guidelines for the types of work to be completed by County fellows.
- Organizing the fellow orientation process.
- Planning, organizing, and hosting County fellow social activities (ie: networking seminar, guest speakers, luncheons, tours of County campuses, etc).

## **EVALUATION OF FELLOWSHIP PROGRAM SUCCESS**

Individual fellowship program success will be measured using the Agile Organization Pilot Program Evaluation Criteria. It will involve:

- Surveying fellowship program fellows on their experiences at the end of the program.
- Requiring hiring managers/supervisors to evaluate the success of the program.

## COST ANALYSIS

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Each fellow will vary in cost depending on factors like salary, health benefits, and relocation expenses. Additional costs of implementing a County-administered fellowship program may include:

- Fellowship Networking/Social Events
- LMS Classes Made Available For Fellows

Below is a brief overview of the anticipated fellow salary range and benefits package. Each fellow's classification will be determined by the complexity and breadth of their assignment. *The analysis below was conducted by the Human Resources Department during the recruitment of the ICMA Fellows.*

Classification Title	Hourly Wage	Annual Wage	Benefits
Intern/Fellow II	\$16.00 - \$20.00/hour	\$41,200/year	<ul style="list-style-type: none"> <li>• Full health benefits</li> <li>• Defined contribution retirement plan</li> <li>• Vacation and sick leave accrual</li> <li>• Possible assistance with relocation and living expenses</li> </ul>
Intern/Fellow III	\$24.00 - \$30.00/hour	\$61,800/year	

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## **BENEFITS TO SAN MATEO COUNTY**

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The establishment of a fellowship program partnership with San Francisco State University's MPA program will benefit the County of San Mateo in many different ways both internally and externally. A fellowship program will help the County become a more dynamic and efficient organization.

### **Expanding the Agile Organization Initiative**

The creation of a County-administered fellowship program will support the growth of the Agile Organization initiative. The Agile Organization initiative calls for the implementation and expansion of different staffing models for the purpose of fostering a more dynamic atmosphere that is also attractive to talented individuals. Since the San Mateo County Board of Supervisors adopted the Agile Organization initiative in March of 2013, the County has made great strides in expanding the term work delivery model. However, in order to become a more agile organization, the County must work to expand all of its work delivery models, including fellowships.

### **Utilizing New Talent to Improve County Efficiency and Performance**

Fellows can play an integral role in the County, providing leadership and support on specific projects and initiatives. They bring new energy, fresh ideas, and different perspectives that can foster positive organizational change and increase the County's service delivery efficiency. Expanding fellowship opportunities will enable the County to quickly and effectively harness untapped potential waiting in the job market.

### **Preparing for the Future**

With the Baby Boomer generation starting to exit the workforce, the County will face a significant leadership gap in the upcoming years. In order to close this gap, departments must start investing in the future and identify individuals with leadership potential. Fellowships may be an effective tool for the County to source talent and train the next generation of public service leaders.

### **A More Centralized Fellowship System**

A County fellowship program will structurally benefit the County by providing a clear, centralized, and coherent system for creating, implementing, and maintaining various fellowship opportunities. Currently, County departments recruit fellows through outside organizations such as Code for America and the International City/County Management Association (ICMA). A County fellowship program will make it easier for departments to inquire about creating a fellowship position, as they would not have to reach out to other organizations. It will also increase the efficiency and transparency of the fellowship recruitment process.

### **Leveling the Playing Field**

In the modern workforce, it has become an expectation for individuals who are new to an area of the workforce to do internships to get some proper work experience. However, the reality is that there are many individuals who do not have the luxury of doing an unpaid or entry-level pay internship, as they have bills and other expenses. Fellowship positions allow the County to offer a wide variety of shorter-term opportunities with competitive wages for talented individuals interested in public service and would demonstrate the County's dedication to creating opportunity for people from all different socioeconomic backgrounds.

# CURRENT FELLOWSHIP OPPORTUNITIES IN SAN MATEO COUNTY

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## **Policy, Innovation, and Engagement Fellowship – County Manager’s Office**

In 2013, the County Manager’s Office implemented a 9-month long Policy, Innovation, and Engagement Fellowship for recent college graduates interested in public service. The fellows were given the opportunity to work as part of a team and undertake policy and professional work assignments.

## **Code for America Fellowship – Human Services Agency**

In 2013, the San Mateo County Human Services collaborated with Code For America, a San Francisco-based nonprofit aimed at utilizing technology to enhance government and make it more engaging to the public, and hired on 3 fellows to help increase County residents’ access to food assistance. Projects included raising public awareness of available services, the creation of a convenient, centralized point of entry to food resources and benefits, and improvement of coordination between public and nonprofit food service providers and agencies.

## **Health Reform Project Coordinator (SPIN Fellowship) – Health System**

In 2013-2014, the San Mateo County Health Coverage Unit (Health System) hired a fellow through the Stanford Public Interest Network (SPIN) to support the implementation of the federal Affordable Care Act in San Mateo County. Projects included coordinating community outreach events for low-income residents to raise awareness about the ACA, updating delivery and communication efforts, and assisting with policy writing and analysis.

## **ICMA Fellowship – County Manager’s Office/Human Resources**

In 2014, the San Mateo County Manager’s Office and Human Resources Department partnered with the International City/County Management Association (ICMA) to create the Local Government Fellowship. The fellow will work on Countywide issues regarding performance management.

## **Mike Murphy Fellowship – County Counsel**

In honor of former County Counsel Michael P. Murphy, the Board of Supervisors authorized the County Counsel’s Office to create a fellowship program for new attorneys for the purpose of training them to be skilled government litigators and advisors as they enter the legal profession. During his 29 year career with the County, Mr. Murphy mentored dozens of new attorneys and worked on a variety of significant litigation/public law matters. The County has an abundance of opportunities for attorneys to work on cutting edge public law matters, whether through litigation such as the recent lead paint case, or innovative and leading public policy work such as its plastic bag ordinance, school safety issues, or formation of the LGBTQ commission. The new attorney serving in this fellowship position would be employed for a two-year term beginning in September 2015 focusing on impact litigation and emerging public law issues with salary and benefits totaling \$95,790 annually. The County Counsel's Office will begin interviewing candidates for the Murphy Fellowship in September 2014.

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## CASE STUDIES

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The following section provides examples of how different local level public organizations structure and administer their fellowship programs. The recruitment efforts and activities for the programs described are all run by a department within the public organization. Additionally, each program listed below aims to recruit primarily external candidates and give them the experience that will help them develop into future public sector leaders within their respective organizations.

### **LOS ANGELES COUNTY MANAGEMENT FELLOWS PROGRAM**

Modeled after the federal Presidential Management Fellows Program, the LA County Management Fellows Program provides participants with the opportunity to work in one of the County's 35 departments. The program enables County departments to invest in their future leaders both from within the organization and across the nation. The program is managed by the LA County Department of Human Resources. The LA County Management Fellows Program hired on 31 fellows in 2013.

**Duration:** 2 years, full-time

**Compensation:** \$55,000 - \$85,000 (depending on the complexity of the assignment) plus health benefits.

**Qualifications:** Minimum qualifications to apply is a Master's degree or higher from an accredited college.

**Application Process:**

- Includes a work-style assessment, a broad-based written test, a writing assignment, and an interview.
- Current employees are eligible to apply. *If current employees are selected for the program, they maintain their benefits.*

**Responsibilities/Opportunities:**

- Fellows perform a wide variety of complex assignments (ie: operations, community services, public safety, health services, etc.) based on their qualifications and what department they are placed in.
- During their two-year term., fellows will receive 160 hours of formal leadership development as well as program/department specific training sessions.
- At the end of the fellowship, fellows will be able to compete for senior specialist or first-line supervisory positions within the County.

## **MONTGOMERY COUNTY SENIOR FELLOWSHIP PROGRAM**

The Montgomery County Senior Fellowship Program gives individuals the opportunity to work with senior-level staff on initiatives and projects put forth by the County Executive. The program seeks out fellows from all different walks of life with an array of unique skills and perspectives. Senior Fellows provide an invaluable service to Montgomery County and gain beneficial work experience. The program is managed by the Department of Human Resources.

### **Duration:**

- Assignments vary in length depending on project, but maximum of 12 months. Departments can file for a 6 month extension once the program nears its completion.
- Part-time (11.5 hrs/week); cannot exceed 600 hrs in a fiscal year

**Compensation:** \$25.61 per hour

### **Qualifications:**

- The program is intended for experienced and seasoned applicants in professional-level positions who want to contribute and provide leadership for their local government while remaining active in their field of work.

### **Application Process:**

- Applicants apply through the County's online recruitment system.
- HR screens all applications, and those that make it through are placed on the Eligible List to be interviewed.

### **Responsibilities/Opportunities (for FY 13 Fellows):**

Below is a listing of the categories/projects that the Senior Fellows worked on during FY 13:

- Improving community outreach and promotion of programs designed to serve seniors.
- Working with County agencies to foster understanding and partnership between the specific communities, focusing on economic development, cultural exchange, and youth exchange.
- Coordinating with County Health and Human Services Department to tackle senior citizen housing issues including assisted living, subsidized housing, nursing homes, and retirement living.
- Working for the County Council on a specific issue selected by the County Council.
- Organizing, supporting, and promoting various County volunteer opportunities and events.



## **CUYAHOGA COUNTY PUBLIC POLICY FELLOWSHIP PROGRAM**

The Cuyahoga County Public Policy Fellowship Program was established to cultivate the next generation of public sector leaders. The program gives highly motivated undergraduate and graduate students a broad overview of county government through experience in budgetary, legislative, and programmatic areas of county government. The program is managed by the Office of the County Executive.

**Duration:** 3 months (June-August)

**Compensation:** \$1,500 total stipend

### **Qualifications:**

- Applicants must be enrolled undergraduate or graduate students.
- Applicants must be residents of Cuyahoga County.

### **Application Process:**

- Applicants must submit a cover letter and resume to Human Resources.
- Applicants selected for interviews must submit 3 references and a copy of their academic transcript.

### **Responsibilities & Opportunities:**

- Fellows will be placed in one of the following departments (based on their indicated preferences):
  - Public Works
  - Communications & New Media
  - Regional Collaboration
  - Health & Human Services
  - Economic Development
  - Law Department (For 2<sup>nd</sup> or 3<sup>rd</sup> year law students **only**)
  - County Council
- Fellows get to interact, meet, and work closely with senior-level staffers, including the County Executive and County Council members.
- Fellows get to develop (and sometimes draft) new policies and initiatives, as well as make presentations to department directors and other senior level staff.
- Fellows participate in the Civic Leadership Institute, an educational program series that exposes participants to a comprehensive view of the region's social, economic, business, and political issues.
- During their term, fellows are also required to develop a community-based service project that uses their fellowship experience to advance a local non-profit organization in need.

## **CITY OF PALO ALTO MANAGEMENT FELLOWS PROGRAM**

The purpose of the City of Palo Alto Management Fellow Program was to create four limited-term entry-level positions within the City of Palo Alto for the country's top graduate students. Offering competitive entry-level management jobs that provide a path future employment within the City was an effective way to demonstrate Palo Alto's commitment to preparing the next generation. The program was managed by the Office of the County Executive. *Note: The City of Palo Alto Management Fellows Program was shelved in 2009 due to lack of funding brought on by the Great Recession.*

**Duration:** 1 year; Fellows are rotated through three departments during their one-year term.

### **Compensation:**

- \$55,000 per year
- Limited health care benefits
- Vacation and sick leave accrual

### **Qualifications:**

- Applicants must be current or recent Master's Degree graduate students.

### **Application Process:**

- Applicants must submit a resume, a list of three references, and their response to three supplemental questions.
- Applications are reviewed by a staff committee to determine top applicants who demonstrate critical thinking and effective writing skills, the ability to work as a team as well as individually, the ability to demonstrate leadership and innovation, and the ability to manage complex projects.

### **Responsibilities & Opportunities:**

- Fellows work with multiple city departments to develop strategies, policies, and programs that aim to increase productivity and efficiency, enhance service delivery, strengthen governmental relations to the community,
- Fellows get to engage in a series of educational sessions focused on leadership, networking, and career development strategies.
- Fellows also have the chance to participate with the City Manager in the annual City Manager's Conference.

## CONCLUSION

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The Agile Organization initiative enables the County to do the most with what resources are available. The Agile initiative is the vehicle through which San Mateo County can expand the type of work performed by County employees, attract talented individuals who seek shorter-term positions, and create more opportunities to work in local government. Establishing a fellowship program partnership with San Francisco State's MPA program will help San Mateo County achieve all of the goals listed above, as well as increase County efficiency.

Fellowships are necessary for ushering in the next generation of public sector workers. In order for the County to remain an effective organization and continue to provide exemplary service to San Mateo County citizens, it must find ways to invest in its future. A fellowship program partnership with San Francisco State will help sustain the County for years to come.



## San Mateo County Fellowship Program Partnership with San Francisco State University

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### **Purpose:**

The purpose of this fellowship program partnership is to create two limited-duration entry-level management positions for recent graduates of San Francisco State University's Public Administration program. Offering these types of competitive entry-level management opportunities will allow County departments to attract graduate level candidates with specializations that will benefit a wide range of projects and initiatives. Through this fellowship program, we will create a talent pipeline that will help the County's workforce succession efforts for years to come.

### **Overview of Partnership:**

As part of our partnership with San Francisco State University's Public Administration Program, San Mateo County will provide fellowship opportunities for recent San Francisco State MPA graduates. The County will also send executive level staffers to serve as guest lecturers for S.F. State MPA classes.

In exchange, San Francisco State's Department of Public Administration will promote the County's fellowship program to its MPA students, assist County departments in fellowship candidate selection, and send faculty members to teach County training sessions.

### **Work Assignments:**

Fellows will be given specific and meaningful time-limited projects. While some on-going work can be performed by each fellow, the emphasis should be on creating significant projects that can be completed during the fellow's tenure.

Fellows will either participate in a rotational assignment throughout multiple County departments or spend their time in a single department. The nature of their assignment will depend on the work demands of participating County departments and the fellow's areas of interest.

### **Eligibility:**

For this particular fellowship program, recent graduates who have earned (or will earn by June 2015) a Master's Degree from SFSU's MPA Program are eligible to apply.

### **Placements:**

Departments are requested to identify any specific projects that could use support or leadership from a fellow. The work should be meaningful and promote the fellow's interest in local government. The best projects will be those that are time-limited and produce meaningful outcomes.

Interested departments will submit potential projects and assignments to the Human Resources Department for review.

### **Selection:**

Once participating departments are established, fellows will apply to individual fellowship opportunities. Participating departments will be able to test and interview fellowship applicants, similar to the Civil Service recruitment process. San Francisco State Department of Public Administration faculty will provide council and give recommendations of ideal candidates for each fellowship position.

### **Funding:**

Each department will be responsible for providing funding for its fellow's salary and benefits. Departments that share fellows will be responsible for providing a percentage of the cost of the fellow based on the amount of time that the fellow commits to each department.

### **Salary & Benefits:**

Below is a brief overview of the anticipated fellow salary range and benefits package. Each fellow's classification will be determined by the complexity and breadth of their assignment.

<b>Classification Title</b>	<b>Hourly Wage</b>	<b>Benefits</b>
Intern/Fellow II	\$16.00 - \$20.00/hour	<ul style="list-style-type: none"><li>• Full health benefits</li><li>• Defined contribution retirement plan</li><li>• Vacation and sick leave accrual</li></ul>
Intern/Fellow III	\$24.00 - \$30.00/hour	
Intern/Fellow IV	\$32.00 - \$40.00/hour	

### **Career Development Opportunities**

Fellows will receive a number of professional development opportunities that will help prepare them to be effective local government leaders. Opportunities will include professional conferences, networking events, and County-sponsored leadership and management classes.

### **Program Start Date:**

The program will begin in mid-June 2015. A full program schedule is currently being developed.

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# San Mateo County Management Fellowship Program

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A summary of the  
Program in its first and  
second year

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September 1, 2016

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## Part I: Overview

This document provides a detailed description of the implementation, inaugural, and second year of San Mateo County's Management Fellowship Program.

### What is a Fellow?

Fellows are full-time, limited-term employees who have a postgraduate degree. Fellows lead or provide support to a variety of high-level, complex projects and initiatives for different County departments. San Mateo County Management Fellowship opportunities last for 1 to 3 years and may involve one or many assignments within a single department.

Fellows receive a competitive salary which varies depending on the fellow's experience, the complexity of the assignment, and the host department's funding levels. They receive full health benefits, vacation and sick leave accrual, and a defined contribution retirement plan. Departments are responsible for 100% of a fellow's salary and benefits. The FY 15/16 Fellow salary levels in San Mateo County are as follows:

<b>Class Title:</b>	<b>Intern / Fellow III</b>	<b>Class Title:</b>	<b>Intern / Fellow IV</b>
<b>Salary:</b>	\$24.00 - \$30.00 Hourly	<b>Salary:</b>	\$32.00 - \$40.00 Hourly
	\$1,920.00 - \$2,400.00 Biweekly		\$2,560.00 - \$3,200.00 Biweekly
	\$4,160.00 - \$5,200.00 Monthly		\$5,546.67 - \$6,933.33 Monthly
	\$49,920.00 - \$62,400.00 Annually		\$66,560.00 - \$83,200.00 Annually

### Purpose - Creating an Agile Organization

The San Mateo County Management Fellowship Program was created as part of the County's Agile Organization initiative. This initiative aims to create a more dynamic, flexible and attractive workforce. Through the Agile initiative, San Mateo County seeks to maximize and diversify the County's staffing resources by creating a menu of work delivery options (e.g. term employees, extra-help, fellows, interns, volunteers, etc.) that allows County departments to quickly respond to their changing workload demands while also enabling them to attract talented individuals to the organization through many different avenues.

Fellows are one of the work delivery options that the County is working to expand. Offering fellowships enables the County to:

- Continually attract talented graduate level candidates to the organization and establish talent pipelines that will help the County's workforce succession efforts for years to come.
- Identify and develop the next generation of County leaders.
- Form long-lasting partnerships with local universities, which are a valuable resource for recruiting new talent to the organization.
- Give departments the flexibility they need for when a new project or initiative arises that requires talented individuals with certain areas of expertise.
- Compete with the private sector, as it offers individuals the opportunity to gain valuable and meaningful work experience without making a long-term commitment.

## Part II: Recruit Host Departments

In order to start recruiting for the fellowship program, it was essential to tap into our partnerships in Departments, and explore placement options for Fellows. In the inaugural year (2015), Human



Resources began reaching out to Departments in January, and actively promoting the fellowship program to County departments in the following ways:

- Providing written materials describing the type of work required of a fellow, the anticipated salary range, and the benefits that fellows can bring to the County.
- Presenting information at an Executive Council meeting (a meeting with all of the County department heads) about the program.
- Hosting an Information Session for interested departments with representatives from the partnering universities.

In the program second year, the same outreach efforts were utilized. In addition, HR coordinate meetings with each of the Fellows and Department Heads to introduce themselves and program, as well as share its benefits. HR also had the Fellows present a highlight of their work during the meeting with Executive Council and host a panel at the Information Session. Involving the Fellows in the marketing and outreach, internally and externally, allowed interested parties to see the reciprocal benefits first hand.

### **Letters of Interest**

After promoting the program, HR asked for interested departments to submit Letters of Interest to the Human Resources Department. These letters included the following information:

- Department/division contact name and email
- Potential assignments and duties
- Desired skill sets
- Estimated duration of assignment
- Whether the department would be interested in sharing a fellow.

The letters were used to craft job descriptions, open the recruitment, and market the opportunities to graduate prospects.

### **Outcome**

In the programs first year (2015), the goal was to host two Fellows in San Mateo County. The interest amongst Departments was higher than expected, and was received by six (6) County departments: LEAP Institute (Health System), North Fair Oaks Forward Team (CMO), Controller's Office, Parks Department, Human Services Agency, and Behavioral Health & Recovery Services (Health System). The wide range of opportunities allowed for a wider candidate pool.

## **Part III: University Partnerships**

Fellowships enable the County the opportunity to form long lasting partnerships and relationships with local universities. To launch the program, HR initially formed a partnership with San Francisco State University's Master of Public Administration program. However, due to the high demand for fellows from County departments, HR expanded its opportunities to other local, notable universities, including University of California at Berkeley - Goldman School of Public Policy and the University of San Francisco.

In the programs second year (2016), further extending the partnerships became a primary focus. Partnerships were built with Stanford University, Stanford University's Haas Center for Public Service, and San Jose State University.

## The Value of Partnerships

Each partnership represents a potential talent pipeline for future County employees. Developing these partnerships gives the County easy access to talented students and permits County staff to learn more about potential candidates' knowledge, skills, and abilities, which can assist in crafting opportunities. Partnerships with the Universities also help the County foster relationships with their faculty and staff, who provide support in promoting our fellowship opportunities to their graduating students.

## Part IV: Recruitment

Our university contacts were able to give us access to students in a variety of ways, and in some cases, the program was promoted by their students and faculty. Below are some of the strategies that HR utilized to recruit talented fellowship applicants:

- Attended job fairs and hosted informational sessions
- Ordered County promotional materials (e.g water bottles, reusable bags, etc.) to distribute at job fairs and info sessions
- Offered one-on-one meetings to individuals interested in the program
- Created the San Mateo County Management Fellowship website
- Worked with university clubs and organizations to promote fellowship opportunities
- And, in 2016 hosted Informational Sessions Webinars

## Job Fairs and Info Sessions

In the first year recruiting for the fellowship program, County representatives hosted informational sessions and attended job fairs to promote the fellowship program. Reaching out to the students and talking on a personal level was beneficial because (1) it allowed us to better sell the opportunities available in local government and (2) it gave potential applicants the chance to ask questions and address any concerns they may have about the program. It also increased the awareness of the great opportunities that San Mateo County has to offer.

## Diversifying Outreach Strategies

The original fellowship program concept was aimed at MPA and MPP students, as their studies provided a predisposition towards work in local government. However, as the recruitment process began, it was determined that diversity amongst the candidate pool was needed for specialized positions (i.e. Controller, Financial, Health, Sustainability, etc.)

## Part IV: Applications

The application processes for each fellowship position varied depending on the needs of the participating departments. For both Fellowship Classes, the application included:

- Resume
- Two References (One Professional or Academic)
- Graduate School Transcript
- Cover Letter with responses to the following supplemental questions:
  - How will serving as a Management Fellow with the County of San Mateo assist you in obtaining your career goals, and what is it about the County of San Mateo that makes this your position of choice?
  - Describe what qualities you possess that you believe will make you successful as a Management Fellow in the County of San Mateo?

In the first year, applicants applied to be a part of the Program. Applicants did not apply for specific opportunities. Fellowship applications were submitted via email to the Management Fellowship Coordinator in HR.

In the second year, interested parties applied for each opportunity they were interested in. Fellowship applications were submitted through NeoGov, just like any other recruitment.

## Part V: Hiring Process

Organizational and Departmental priorities may influence the recruitment and hiring timelines, however, a high-level marketing and recruitment work plan is provided below:

November – January	Internal Marketing of the Fellowship Program
December – March	Departments identifying opportunities for Fellows
January – April	Information Sessions / Presentation / Job Fairs
April – Early - Mid May	Recruitment Open
Mid-May – End of May	Interviews and Final Selections *
First weeks of June	Placements Begin

### Application Screening

In the Program’s first year, the Management Fellowship Coordinator conducted an initial review and screening of all fellowship applications, checking applications for both content and completeness. Selected applicants were contacted to participate in the first round of interviews scheduled by the Management Fellowship Coordinator.

In the Program’s second year, screening and scheduling of interviews took a hybrid approach. Screening for minimum requirements was completed by the Management Fellowship Coordinator. Secondary screening was completed by Department Staff/Subject Matter Experts. Candidates who passed the screenings were invited to an interview coordinated by the Management Fellowship Coordinator.

### Interviews & Matching Process/Determination of Hire

In year one, the interview panel comprised of a current County Fellow and representatives from the Human Resources Department. The panel provided recommendations to the Human Resources Director for determination of best fit for the opportunity and discussion with the host departments for placement.

In year two, because individual recruitments were conducted and applicants applied to the opportunities they were interested in, interviews were conducted by Department staff. Final determination on the hire was made by the Hiring Manager.

## Part VI: Program Design

San Mateo County’s Management Fellowship Program was designed to offer a number of networking and professional development opportunities to each fellowship cohort in order for them to hone their work skills, gain a comprehensive understanding of the County and local government, and grow as public sector leaders and professionals. Below is the generic calendar of events that will be provided to every Fellowship Cohort.

Event Description	Date
<p><b>Fellowship Program Orientation</b> This event will give fellows the opportunity to learn about the overall program design, discuss goals and objectives, and network/mingle with the rest of the fellowship cohort.</p>	June/July
<p><b>New Employee Welcome</b> Fellows will be asked to attend the San Mateo County New Employee Welcome to learn more about the County’s culture, benefits, activities, and to meet other County employees.</p>	September
<p><b>San Mateo County Civics 101</b> Civics 101 is a 12-week civic participation and leadership course in county government that will give the fellows an in-depth look at the many different functions of the County. Fellows may also be given the opportunity to help their department heads lead their Civics 101 session.</p>	September - October
<p><b>MMANC Annual Conference</b> The premier training conference in Northern California for local government professionals. This conference is designed for municipal managers of today who want to become outstanding leaders of tomorrow.</p>	October
<p><b>Annual Holiday Luncheon</b> Come join your fellowship cohort for lunch in downtown Redwood City! There will be some great food and holiday treats!</p>	December

**Additional Program Opportunities**

In addition to the events scheduled above, the Human Resources Department will coordinate with necessary departments, organizations, and individuals to provide the additional professional development and enrichment opportunities below:

**Training & Development** – In addition to having the same access to (and reserved slots for) Training and Development courses that all regular County employees have, HR will also coordinate learning activities for the Fellowship Cohort. Activities could include but are not limited to presentations from thought leaders, workshops, collaborative projects, etc.

**Professional Organization Membership** – Fellows will be given the opportunity to join the Municipal Management Association of Northern California (MMANC). MMANC membership will allow the fellowship cohort to network with other future local government leaders and access the organization’s numerous development opportunities.

**Networking & Collaboration Sessions** – Throughout the year HR will host opportunities for the Fellows to get together, share experiences, network, and explore new and exciting initiatives.

**Recruiting for the Fellowship Program** – Fellows will be asked to work with the County Fellowship & Internship Coordinator to recruit for the next class of fellows. Work will involve making presentations at informational sessions, sitting on interview panels, and reviewing promotional materials. Fellows will also be asked to recruit/recommend potential mentors from within the County that have had a positive influence on them.

**Recognition Ceremony** – At the end of each fellow’s term, HR will host a small recognition ceremony for the fellow recognizing him/her for their accomplishments with the County.

**Exit Interviews** - HR will also conduct exit interviews with each of the fellows and be responsible for maintaining contact with the fellows as they go on to other work experiences.



County of San Mateo  
Interdepartmental Correspondence

## Management Fellows Request Form

**Thank you for your interest in hiring a Management Fellow.** The purpose of this form is to create a Fellowship job posting that will draw top talent from local graduate programs. Management Fellows are recent master's graduates assigned to one or more County departments to work on complex, high-level projects for a period of **one to three** years. Fellows bring valuable skillsets to the County and can have a positive, lasting impact on your department. In 2015, the Workforce Magazine recognized the program as the Silver Optimas Award Winner in the category of Partnership.

Hiring Manager Contact Information					
Hiring Manager:					
Department:		Division:			
Job Title:				Ext:	

Position Information					
Department/Division:		Number of Positions:		Salary (projected):	
Duration of Assignment:		# of hours per week		Desired Start Date:	

Job/Project Description or Potential Assignments:

Educational Background (Please check all that apply):

MBA  MPP/MPA  MFA  MPH  M.Ed.

List of Desired Skill Sets:

Would you be willing to share a Fellow with another department?  Yes  No

**Department Head Signature**

**Date**

**\*Suggested Classification: Intern/Fellow III – Intern/Fellow IV**

**Next Steps**

1. Complete Fellowship Interest Form and submit to County Fellowship Coordinator, Clara Kim at [ckim@smcgov.org](mailto:ckim@smcgov.org)
2. HR will use the information you provided to create job descriptions and to promote opportunities at universities.
3. An HR panel will screen candidates, conduct initial interviews, and match final candidates with participating departments.
4. Departments will be scheduled to conduct final interviews with fellowship candidates.
5. Offers will be made during the last two weeks of April, with a decision by May 6<sup>th</sup>, 2016.



## Management Fellowship Hiring Process: A Comprehensive Overview

### I. Fellowship Interest Form

Management Fellows are recent Master's graduates assigned to one or more County departments to work on complex, high-level projects for a period of one to three years. Fellows bring valuable skillsets to the County and can have a positive, lasting impact on your department.

Departments interested in having a Management Fellow must complete a Fellowship Internship Form and submit it to Marissa King at [Making@smcgov.org](mailto:Making@smcgov.org).

Interest forms are used to market to potential Fellows and are the foundation of the Job Posting on NeoGov. Interest Form due dates vary year to year. In 2016, Interest Forms were due by February 5, 2016.

### II. Agile Organization Request and Tracking Form / Requisition

Complete an [Agile Organization Request and Tracking Form](#). Follow the instructions at the bottom of the form to route the Request for proper approval. The information on the form will assist in creating a Requisition for the Fellow in NeoGov and Workday. Additional information on creating a Requisition can be found in [Section 1: Planning the Recruitment on page 4](#).

#### A. Classification Information

i. Intern/Fellow classification does not have steps, only a range. The Human Resources Department will determine the appropriate class level for the intended responsibilities of the Fellow (Fellow III or Fellow IV) based on the information from the Fellowship Interest Form provided and notify the Hiring Manager. The Hiring Manager then determines the starting compensation, which between the ranges for assigned class level (shown below.)

- Fellow III, starting range is between \$24-\$30/hour
- Fellow IV, starting range is between \$32-\$40/hour

Of note: Intern/Fellow III and IV are flexibly staffed classifications. This means that if the knowledge, skills, abilities, education and/or experience of a candidate necessitates a higher compensation than what was originally assigned by Human Resources, the Hiring Manager can work with Human Resources a salary that more acutely commensurate with the candidate.

#### B. Benefit Information

ii. Management Fellows are term employees who are eligible for medical and dental insurance. As a term employee, they do not contribute to a defined contribution plan; however, they are set up with a 401a. Confirmation of this information is found on the [Management Fellowship FAQ Page](#).



### **III. Application Period, Applicant Review, and Interviews**

- A. *Application Period* – Most Fellowship for 2016 were made available on NeoGov in February. Most Fellowship postings will close/expire on April 8, 2016 at 11:59 PM. The Human Resources Department will be review the applications first, then send the applications to the Hiring Managers.
- B. *Applicant Review* - The Human Resources Department will be review the applications first, then send the applications to the Hiring Managers the week after the recruitment closes.
- C. *Interviews* - Similar to Departmental interviews, Hiring Managers are free to schedule interviews directly with the candidates. *However, Hiring Managers also have the option to work with a HR partner to coordinate interview processes at County Center, including scheduling of candidates, rooms, times, etc.*

### **IV. Selecting a Candidate and Making the Offer**

- A. *Reference Checks* – Hiring Managers are highly encouraged to complete reference checks on Fellowship Candidates. Information on Reference Checks can be found in Section 3, page 19 of the [Recruitment and Selection Guide for Hiring Managers](#).
- B. *Notify Human Resources* – Once you have decided on a candidate notify the Fellowship Coordinator of your selection.
- C. *Make a Verbal Offer*- Once a selection has been made, the Hiring Manager makes a verbal offer. The Verbal Offer usually includes information regarding the position, as well as compensation, start date, and applicable requirements for hire (fingerprinting, physicals, submissions of training/education/certification, etc.)
- D. *Provide a Written Conditional/Offer Letter & Notification of Rejections*
  - i. *Conditional/Offer Letter* – the Hiring Manager will send a Conditional Offer Letter to the Finalist. Template Offer Letters are available in NeoGov. If Departments wish to provide a letter outside of NeoGov, they can request a template from the Human Resources Department Fellowship Coordinator.
  - ii. *Rejection Letters* – Once the candidate has accepted the offer and a start date has been determined, Rejection Letters can be send to other applicants (those not invited to an interview.) Template Rejection Letters are available in NeoGov. If Departments wish to provide a letter outside of NeoGov, they can request a template from the Human Resources Department Fellowship Coordinator. If the Hiring Manager chooses, he/she can request that HR send out the Rejection Letters to the candidates not selected.

### **V. Fingerprinting / Clearance**

- A. Once the offer is accepted, the candidate must be fingerprinted if he/she is working in a Department or position which requires Department of Justice Clearance/fingerprints.
  - i. Payroll Coordinators at respective departments schedule Live Scan appointments; however, if a Department needs assistance, the HR Payroll Coordinator can also be of assistance.
  - ii. Once the candidate has cleared fingerprints and the hiring is final, rejection letters can be sent from NeoGov to the interviewed applicants who were not selected. Template Rejection Letters are available in NeoGov. If Departments wish to provide a letter outside of NeoGov, they can request a template from the Human Resources Department. If the Hiring Manager chooses, he/she can request that HR send out the rejection letter to remaining candidates.

### **VI. Welcome & Onboarding**

A. Onboarding is a process through which you acclimate a New Hire to the processes and culture of your organization. Please refer to the [Onboarding Website](#), which contains a [Guide](#), [Checklist](#), [videos](#), tips and tools to create a successful and individualized onboarding experience for your Fellow.

i. *Kick-Off Event* - here will be a Fellowship Kick-Off Event the week of June 6<sup>th</sup>. Time and location are still being determined.

ii. *New Hire Orientation (NEW)* – Department Payroll Coordinators will schedule the respective Fellow(s) to attend NEW. All Management Fellows hired in May/June will attend NEW on July 18<sup>th</sup> at the County History Museum. Notification of time and other details will come from the Department Payroll Coordinators in July.

## **VII. 2016 Calendar of Cohort Events**

A. In order to maximize the Fellowship experience, Fellows will be invited to participate in additional training, development, and networking activities.

Please refer to the 2016 Management Fellowship Program Design.



[INSERT DATE]

455 County Center  
Redwood City, CA 94063

RE: LETTER OF OFFER OF EMPLOYMENT – Management Fellow

Dear [NAME],

We are delighted to offer you the Management Fellowship position in the County of San Mateo [DEPARTMENT NAME].

As a member of the [DEPARTMENT NAME] team, we look forward to your commitment to deliver outstanding quality work and results that exceed expectations. In return, we are committed to providing you with every opportunity to learn, grow, and stretch to the highest level of your ability and potential.

We are confident you will find this new opportunity both challenging and rewarding, and we are excited for you to join our organization. The following points outline the terms and conditions we are proposing:

Working Title: [INSERT TITLE]

Start date: [INSERT START DATE]

Salary: [INSERT ANNUAL SALARY]

Benefits: San Mateo County offers a variety of benefit programs to our employees. Please visit the Benefits At-A-Glance page on the County's website at <http://hr.smcgov.org/employee-benefits>. Health benefits, vacation and sick leave accrual, portable retirement plan

Hours of work: [INSERT HOURS OF WORK]

I encourage you to view our New Employee Video and check out the website prior to your start date. Our Onboarding site contains information regarding employment with San Mateo County; it can be located here: <http://hr.smcgov.org/new-employee-onboarding>

Parking at the Redwood City campus is limited. Please be sure to park in a legal parking spot on your first day of work. We will provide you with a parking permit and access to the employee garage.

Your employment with the County of San Mateo is at-will and either party can terminate the employment relationship at any time with or without cause and with or without notice.

We look forward to the opportunity to work with you.

Sincerely,

[INSERT SIGNATURE]



Learn about government

Make a difference

Develop professionally

# San Mateo County Management Fellowship Program

San Mateo County offers MPA and MPP graduates the unique opportunity to work in one of the County's departments as a fellow for one to three years. The program aims to provide talented individuals with the opportunity to gain experience in the public sector and contribute to the County's efforts to increase efficiency and enhance the ways in which the organization serves its residents.



## Get your start in government !



### About Management Fellowships

#### Term

Each fellowship position is full-time and will last one to three years, depending on the assignment.

#### Salary

Fellows will receive a competitive salary, depending upon the complexity of the assignment. In addition, fellows will receive vacation leave, sick leave, full health benefits, and a defined contribution retirement plan.

#### Requirements for Applicants

Applicants must have earned their Master of Public Administration or Master of Public Policy degree by May.

#### Application Process

Applications will be made available in February/March. All applications will be carefully reviewed by a staff committee to determine top applicants who excel at critical thinking and writing skills, and demonstrate the ability to lead, innovate, and manage complex projects independently and in a collaborative environment.

### Career Development Opportunities



First-hand look into local government work within various County departments



Experience in managing complex, high-level projects



Mentoring from passionate and innovative government practitioners



Experience in critical areas that develop report writing, research, presentation and analytical skills



Skill enhancement for a successful career in local government



Potential for career advancement within the County

### About San Mateo County

San Mateo County is located between the counties of San Francisco and Santa Clara. It is a community of over 700,000 residents. Founded in 1856, the County is home to a diverse collection of cultures, people, and landscapes.

The mission of San Mateo County Government is to protect and enhance the health, safety, welfare, and natural resources of the community and provide quality services that benefit and enrich the lives of the people of this community.

San Mateo County offers a diverse and exciting environment in which to study, work, and live.

Check out what we do at [smcgov.org](http://smcgov.org)



### Fellowship Assignments

Fellows will work on projects and initiatives within a single department OR complete rotational assignments with multiple departments. The work will involve high-level policy work and critical decision-making.

### Partnering Departments

Human Services Agency

Human Resources

County Manager's Office

LEAP Institute

North Fair Oaks Initiative

Parks Department



For more information, visit us at [hr.smcgov.org](http://hr.smcgov.org) or please contact the Program Coordinator, at [HR\\_CountyFellowships@smcgov.org](mailto:HR_CountyFellowships@smcgov.org) to learn more about new opportunities ahead!



# ★ MANAGEMENT FELLOWSHIP ★



## DEVELOP !

The San Mateo County Management Fellowship Program develops future leaders and demonstrates the County's commitment to public service by ushering in the next wave of local government talent.



## INVEST !

Finding the ideal candidate for your departmental projects can be difficult. The Management Fellowship Program allows departments to invest in talented Fellows with MPA, MPP, and MBA Graduate Degrees.



## COLLABORATE !

Fellowships enable the County the opportunity to form long lasting partnerships with local universities. Our Partners include: San Francisco State University, UC Berkeley, and University of San Francisco.



## MEET YOUR RISING STAR !

Ready to Host a Fellow?

For more info, please contact Clara Kim  
at [ckim@smcgov.org](mailto:ckim@smcgov.org)





# San Mateo County Management Fellowship

For Emerging Leaders in Local Government

# What is a Fellowship?



**IMPACT. INNOVATE. LEAD**

The San Mateo County Management Fellowship Program is ideal for recent graduates who want to gain in-depth work experience, learn about local government and become future public sector leaders.



# Award Winning Partnership

Workforce  
**Optimas**  
AWARDS  
25TH ANNIVERSARY



2015 Silver Optimas Award Winner for Partnerships  
**innovative partnership**  
strengthen **talent** management  
SUCCESSION PLANNING EFFORTS





# Perks of Being a SMC Fellow

- ▶ Unique opportunity for individuals to make an immediate impact on the organization
- ▶ First-hand view into local government work within various departments
- ▶ Mentoring from passionate and innovative government practitioners
- ▶ Experience in critical areas that develop report writing, research, presentation, and analytical skills
- ▶ Potential for career advancement within the County
- ▶ Support from peer to peer coaching and cohort environment



Perks  
of the  
job

# Internship vs.



Internship	Fellowship
Entry Level	Complex Projects
High School and Undergraduate	Graduate-level
Individual	Cohort
Training and Development	Robust training and development Access to Leadership Development 1:1 Info Session with Department Heads
N/A	Conferences and Events Professional Networks
N/A	Benefits, including Defined Retirement Plan

## Why San Mateo County?

**79%** Rate overall experience working for the County as very good

**83%** Would recommend San Mateo County to a friend or family member as a great place to work



# Current Fellows



**Kristin Barrera, MPA**

- Management Fellow for the LEAP Institute, a division of the San Mateo Health System



**Rolando Jorquera, MPA**

- Management Fellow with both the Parks Department and the County Manager's Office



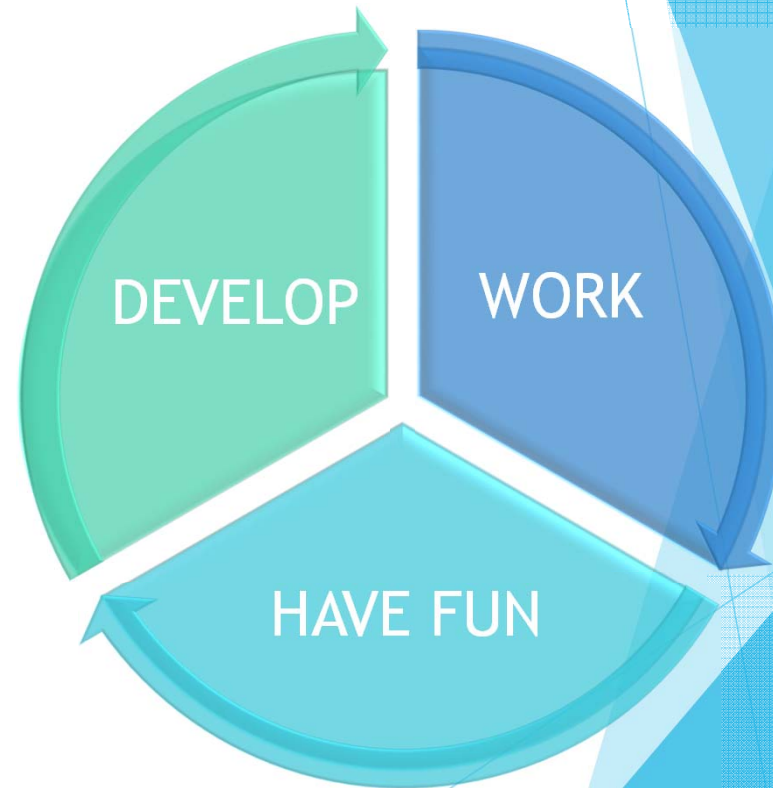
**Jenifer Logia**

- Management Fellow and Outreach Coordinator for the North Fair Oaks Forward initiative

# The Fellowship Experience



# Fellowship Experience - It's more than just a job



# Application Process

TASK	DEADLINE
Apply Online with Resume & Cover	3/14/2016
Panel Interview with Human Resources	3/31/2016
Departmental Interviews	4/4 to 4/22/2016
Final Selections*	5/6/2016
Offers Made	5/13/2016
Start Date**	5/30/2016 to 6/6/2016

- \* Some departments may choose to facilitate one final 1:1 interview with Department Head
- \*\* Start Date depends on graduation date and/or departmental needs

# Questions?



Check us out at:  
[Hr.smcgov.org](http://Hr.smcgov.org)  
[Jobs.smcgov.org](http://Jobs.smcgov.org)

Contact: Clara Kim  
[ckim@smcgov.org](mailto:ckim@smcgov.org)



Take Your Next Step as an Emerging  
Leader in Local Government!

