Agile Work Delivery Model Implementation Guide:
Fellows

When to Implement:

- The assignment, workload or project is expected to last between one and three years.
- The fellow is **not** utilized solely to temporarily backfill for a regular employee who is on leave.
- There is a temporary peak workload.
- There is needed support, leadership, or expertise on a project or initiative.
- There is opportunity for a rotational assignment within the department or among multiple departments.

Compensation:

- Employee salary defined by fellow classification:
  - Intern/Fellow II $16.00 - $20.00 Hourly
  - Intern/Fellow III $24.00 - $30.00 Hourly
  - Intern/Fellow IV $32.00 - $40.00 Hourly
- Full benefits and defined contribution retirement plan included in compensation package.
- Possible assistance with relocation and living expenses for out-of-area candidates.

Advantages:

- Increases ability to continually attract a wide variety of talent with relevant skill sets, expertise, and new ideas.
- Positions County to more successfully compete for highly skilled and qualified individuals.
- Enables departments to fill complex, higher-level assignments that may last longer than the hour limits set for extra-help employees.
- Enables the County and individual departments to establish talent pipelines by developing partnerships with local universities.

About the Fellows Work Delivery Model

The Fellows work delivery model can be used to attract individuals with graduate degrees who want exposure to public service. Fellows offer a wide variety of skills and perspectives that County departments can utilize, and possess a level of expertise in specific fields that entry-level employees may not. Offering fellowships may be an effective way to source talent and identify future County leaders.

Example:

- CMO's Policy, Innovation and Engagement Fellowship for creating strategies to improve community participation and enhance social media outreach.
- HSA's Code for America Fellows who helped increase County residents' access to food assistance through the use of technology.

Next Steps:

1. Fill out tracking form and submit to Human Resources Department.
2. Pilot program evaluation criteria will be sent to the hiring manager.
3. At the end of the pilot, program managers will be asked to evaluate the effectiveness of the pilot using the criteria provided by the Human Resources Department.
4. Human Resources Department will collect information and format it for reporting.