



Cleveland County

NORTH CAROLINA

Lovely Foothills Community with Easy Urban Access Seeks Visionary ICMA Management Fellow

About the Community: Cleveland County (County Seat, Shelby) is located in the rolling piedmont of the southwestern portion of North Carolina in the foothills of the Blue Ridge Mountains, 50 miles southwest of Charlotte. With a population of over 97,000 across 15 incorporated municipalities and unincorporated areas, Cleveland County offers family friendly communities while also hosting a robust business economy. Cleveland County is home to numerous ISO 9000 certified companies, and over 40 percent of the work force is involved in advanced manufacturing. With over 800 employees, and a general fund budget of around 140 million, Cleveland County has vibrant professional and personal opportunities.

Location is one of Cleveland County's biggest advantages. Our county is the gateway between Asheville and Charlotte and is centered between two of the largest metropolitan areas of the Carolinas-- Charlotte and Greenville/Spartanburg with easy access to major airports and interstate highways to get to your desired destination. Less than an hour's drive from downtown Charlotte, Cleveland County offers access to many amenities, while also having one of the lowest cost of living in the state.

About the Organization: Cleveland County is directed by a five member board of commissioners. The Executive leadership team consists of the county manager, assistant county manager, and human resources director. The county manager's office also includes a clerk to the board, executive assistant, county engineer, optimization coordinator, community health advisor, and county attorney. As a small team, the management fellow will have broad access to learn about the inner workings of county government. The fellow will also have opportunities to work with and present to the board of commissioners.

The management fellow will be a crucial member of the County Manager's office, and will report to the Optimization Coordinator, an alumni of the ICMA fellowship program. The county will fully support the fellow, and will work to ensure the fellow is exposed to specific county departments as desired. Specifically, the county will also tailor the work plan as needed to ensure the fellow is growing, learning, and being engaged.

Fellow Work Plan: The fellow will be exposed to a large number of different types of projects. The projects below are designed to illustrate the high level expectations and opportunities the fellow will have. The county's goal is to allow the fellow to pursue projects that align with their

interests' while also challenging and enriching their professional experience. As the fellow grows, he or she will be able also to identify and suggest work as needed. Cleveland County will offer an exciting, fast passed two year fellowship, during which time the county will evaluate the fellow for continued management and leadership opportunities with the county. If the fellow demonstrates passion, humility, and character, the county will endeavor to offer the fellow full time employment as a management analyst or similar position with leadership development and advancement potential. The projects below are not exhaustive, but reflect the level of variety the fellow should expect. Within the first 45 days of employment, the fellow will identify and solidify key projects and deliverables.

General Administration

- Working with the public information officer to develop an ongoing citizen academy, exposing citizens to the various facets of county government
- Working with the tourism director to develop a data driven tourism master plan
- Assist with expansion of Accelerate Cleveland, a state award winning workforce and economic development program
- Assist with building collaboration between county departments, especially Health and Social Services
- Perform various special projects as needs arise

Performance Management/ Budget development

- Assist and make recommendations to improve efficiencies during the budget process
- Working with existing citizen feedback program to develop a system for identifying issues and developing program enhancements to customer service
- Assisting with position justification process, to evaluate and make staffing recommendations across the county
- Develop recommendations for software redesign, performance management strategies, and ongoing continuous improvement efforts
- Development of departmental performance metrics, to assist with performance based pay

Human Resources

- Development of performance based pay and evaluation system
- Research and recommendations for employee onboarding process, and integrating organizational values into work
- Assist in identifying and implementing online learning management system
- Assessment and implementation of county timekeeping system
- Development of annual employee engagement survey