

The Harvard Kennedy School Government Performance Lab Fellowship Position

Our nation needs to make more rapid progress addressing difficult social problems. The Harvard Kennedy School Government Performance Lab (GPL) believes that state and local governments are critical contributors in this effort. Our teams work on the ground with government agencies to transform how they provide services to constituents in domains such as homelessness, behavioral health, early childhood, child welfare, criminal justice, workforce, and education.

Position Overview

The GPL is seeking to hire a cohort of Fellows with a passion for improving government performance and solving social problems. Successful Fellows are typically:

- Creative problem solvers
- Strong project managers
- Thoughtful relationship builders
- Strong analytical thinkers
- Capable of navigating complex organizations and stakeholders

Fellows function as day-to-day project managers, shepherding projects through conceptualization, design, and implementation. Fellows are typically placed on site with the government office or agency that is spearheading a project; oversight is provided by a manager at the Government Performance Lab as well as by the government policy lead. On any given day, Fellows may be developing relationships with project stakeholders, analyzing quantitative and qualitative data, driving organizational change initiatives, leading working groups, briefing government leaders, coaching government staff, or workshoping project challenges with other GPL team members.

Learning is a key part of the experience. Fellows are part of a coast-to-coast community of GPL team members dedicated to sharing lessons learned; building organizational expertise; and refining GPL tools, models, and frameworks. Through project work and regular engagement with the broader GPL community, Fellows will develop substantial policy area expertise, hands-on project management experience, and a deep familiarity with government and NGO processes.

Fellow responsibilities vary from project to project but generally include:

Project Management

- Managing and coordinating reform projects from conceptualization to implementation, while navigating complex organizational structures.
- Developing, introducing, and overseeing performance management systems to enable government and service providers to better collaborate on service delivery.

Communications and Relationship Building

- Conducting interviews and site visits with government officials and community stakeholders.
- Facilitating meetings, trainings, and workshops to advance project work and build capacity; providing coaching to permanent government staff.
- Briefing agency leaders and soliciting decisions from them at key project milestones.
- Writing memos, presentations, training documents, and procurement solicitations with the aim of making complex information easy to understand.

Research and Data Analysis

- Helping governments match and analyze administrative data to measure population outcomes, understand cost-effectiveness, and form insights that can improve service delivery.
- Using continuous improvement tools to analyze existing processes and design new processes that enable agencies to better serve constituents.
- Thinking “counterfactually”—understanding program evaluation principles and using them to improve government operations.

- Reviewing research literature, government documents, and best practices to inform project work.

Community of Practice

- Sharing insights with colleagues, helping to spread lessons and best practices across the GPL.
- Drafting blog posts, project features, and policy briefs to help the GPL share its work broadly.

Preferred Qualifications

- Passion for improving government performance and solving social problems.
- Self-motivated with an orientation towards results.
- Excellent written and verbal communications, including memos, slide decks, and public speaking.
- Strong project management capabilities.
- Sound quantitative and analytical skills, with experience generating and using data to drive insights and communicating those insights to others.
- Ability to navigate complex organizations, develop trust with senior leaders, and build relationships among diverse groups of stakeholders.
- Graduate-level training in public policy, business, law, economics, social work, or related fields is preferred.
- At least two years of professional work experience is preferred.
- For some locations, a willingness to travel is required.

Additional Information and Application Instructions

Compensation: GPL Fellows are funded for one year at a salary of \$76,000. Depending on project status, there are sometimes opportunities to extend the position.

Locations: these positions are expected to be located in a range of locations in the U.S.; sites may include Arizona, Colorado, Connecticut, Florida, Illinois, Massachusetts, Michigan, Minnesota, Mississippi (Jackson), New York (New York City), North Carolina, New Hampshire, Oregon, South Carolina, Tennessee (Memphis), Texas, Utah, and Washington. Other sites are possible as well.

Application instructions: To apply, please submit a brief cover letter and a current resume/CV via the GPL's [online application form](#). Current students and recent graduates should also submit a transcript. If you have a geographic area of interest, please indicate this in your cover letter. All materials submitted via the application form should be formatted as PDF or MS Word documents with the applicant's name in all filenames. Please note that successful candidates may be asked to complete a background check and/or drug test.

Applications are due by February 15, 2019.

About the Government Performance Lab

The Harvard Kennedy School Government Performance Lab (GPL) provides technical assistance to state and local governments to transform how they deliver services to constituents. Our Fellows—often recent graduates of public policy, law, business, and social work schools—help government agencies implement intensive reform projects focused on difficult social problems in the United States: homelessness, the opioid crisis, child poverty, joblessness, criminal recidivism, and many others. By supporting government agencies in this important work, we hope to improve how governments function, speed up progress on difficult social problems, and ultimately make a real difference in the lives of vulnerable people across the United States. To date, the GPL has engaged in 89 projects with 65 jurisdictions spread across 30 states.

For more information on the GPL, please visit <http://govlab.hks.harvard.edu>.

Harvard University is an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability status, protected veteran status, or any other characteristic protected by law.