

STATEMENT OF WORK (SOW)

Wisconsin Department of Employee Trust Funds (ETF)

and

Groves Advisors, LLC, dba Talent Growth Partners (Contractor)

Date: 11/10/2020**RFP and Contract #:** ETJ0057**Title:** Competency Based Performance Management Services

Background: Contract ETJ0057 for Competency Based Performance Management Services between ETF and Contractor was executed on October 9, 2020. Per the terms of the RFP and the Contract, statements of work must be drafted and agreed to by ETF and Contractor prior to work commencing.

Level of Effort/Cost: This SOW includes the attached SOW document dated 11/10/2020, which includes action items, deliverables, project timelines and estimated hours for work to be completed by the Contractor during the remainder of ETF's FY21 (now through June 30, 2021). The level of effort and related cost are detailed in the attached SOW document, with an overview below.

| Item | Level of Effort (hours) | Hourly Rate | Total Cost |
|---|-------------------------|-------------|------------|
| Tasks outlined in the attached SOW document | 1,209 | \$250 | \$302,250 |
| Total (through 6/30/2021) | | | \$302,250 |

AGREEMENT AND AUTHORIZATION:

Wisconsin Department of Employee

Groves Advisors, LLC, dba Talent Growth Partners

DocuSigned by:
By: Pamela S Henning
A91FF5FC752749C...

DocuSigned by:
By: Maria Groves
29C93A988A9C4FD...

Name: Pamela S. HenningName: Maria Nicholas-GrovesTitle: Assistant Deputy SecretaryTitle: CEODate: 11/11/2020Date: 11/11/2020


Statement of Work dated 11/10/2020

Wisconsin Department of Employee Trust Funds - Contract ETJ0057 - Competency-Based Performance Management Services

Period of Performance: this SOW covers work to be performed during ETF FY21

Step 1: Launch

| 2020-June 30, 2021 | Time | Action Items | Transition Management |
|--------------------|--------|---|--|
| 11-Nov | Week 1 | Planning & Preparation | |
| 11-Nov | Week 1 | Document recommended methodology with justification | |
| 11-Nov | Week 1 | Align on Scope, Milestones, Measures of Success | Phase 1 - Prepare for the transition. #1 success factor is active and visible executive sponsorship, lack of a senior sponsorship signals indicator of project failure. Who is the Sr. Sponsor? Who are the key Stakeholders? |
| 12-Nov | Week 1 | Discuss Timelines and Statement of Work | Conduct Risk Summary, how are various groups affected? Is the change incremental or radical? Are we able to anticipate specific points of resistance? Conduct <i>yesterday tomorrow</i> exercise |
| 13-Nov | Week 1 | Identify and Align Stakeholders | |
| 13-Nov | Week 1 | Obtain and Review HR related documentation - mission/objectives | |
| 13-Nov | Week 1 | Obtain and Review HR related documentation - mission/objectives | |
| 13-Nov | Week 1 | Develop information for DOA to pursue technology review process | |
| 13-Nov | Week 1 | Review Current Performance Management Process | |
| 16-Nov | Week 2 | Team Charter | |
| 17-Nov | Week 2 | Project Governance Model & Communication Cadence | |
| 16-Nov | Week 2 | Review Current Performance Management Assets (documentation/technology) | |
| 16-Nov | Week 2 | Review Current Core Competencies (if developed) | |
| 16-Nov | Week 2 | Review Current Leadership Competencies (if developed) | |
| 16-Nov | Week 2 | ETF (HR) Technology Selection Approach/Begin Discussing Criteria | |
| 17-Nov | Week 2 | Prep for Communications for Transition Management Exercise | Phase 2 - Managing the Transition - Communication plan prepared and presented to project team, primary sponsor and stakeholders for review |

2020-June 30, 2021

| Time | Action Items | Transition Management |
|------------------|---|---|
| | | Communication plan is integrated into the project plan including training and resistance management |
| 17-Nov | Week 2 Prep for communications for Transition Management Exercise | |
| 23-Nov | Week 3 Kick of focus group with key leaders | |
| 1-Dec | Week 4 Email to Managers of Associates who will participate in "yesterday/tomorrow" activity | |
| 2-Dec | Week 4 Email to Associates who will participate in "yesterday/tomorrow" activity | |
| Dec 7 and Dec 10 | Week 5 Conduct (3) groups of "yesterday/tomorrow" activity | |
| 14-Dec | Week 6 Thank yours to participants | |
| 17-Dec | Week 6 Synthesize findings from activity | Key elements in communicating: 1. What is driving this transition? 2. The Bureau's current state and where we need to be 3. Specific Objectives that must be achieved 4.The scope of the change 5. High level vision for the organization |

Step 2 - Design

Project Sponsor & Stakeholders Feedback & Decision Requested

| | | | |
|---------------|--------------------|---|--|
| 29-Dec | Week 8 | Update Transition Management Plan | |
| 5-Jan | Week 9 | Update to strategic Council & Leaders of People on focus group activity | |
| 6-Jan | Week 9 | Update to all associates on focus group activity | |
| 6-Jan | Week 9 and ongoing | PBJ continue messaging about competency based management initiative in staff meetings | |
| Nov 16-Nov 30 | Week 2-4 | Research Competency Best Practices | |
| Nov 16-Nov 30 | Week 2-4 | Research Competency Benchmarks & Proficiency Levels | |
| Nov 16-Nov 30 | Week 2-4 | Research Leading Competency Banks/Libraries/Vendors | |

| 2020-June 30, 2021 | | Time | Action Items | Transition Management |
|--|---------------|-------------|--|-----------------------|
| Project Sponsor & Stakeholders Feedback & Decision Requested | 1-Dec | Week 4 | Develop and Present Criteria Document for Feedback | |
| | 8-Dec | Week 5 | Adjust Criteria Document Per Feedback | |
| | Dec 14-Dec 22 | Week 6-7 | Competency Vendor Review with ETF Partner | |
| | 30-Dec | Week 8 | Score Vendors | |
| | 4-Jan | Week 9 | Review, Decide, Procure Competency Assets | |
| Project Sponsor & Stakeholders Feedback & Decision Requested *Assumption: ETF has full authority to do independent technology purchase and implementation | Nov 16-Nov 30 | Week 2-4 | Research Performance Management Technology Best Practices | |
| | Nov 16-Nov 30 | Week 2-4 | Research Technology Proficiency Levels Adaptation | |
| | Nov 16-Nov 30 | Week 2-4 | Develop Criteria Document | |
| | 1-Dec | Week 4 | Present Criteria Document to Technology Selection Team | |
| Project Sponsor & Stakeholders Feedback & Decision Requested | 8-Dec | Week 5 | Adjust Criteria Document Per Feedback | |
| | Dec 14-Dec 22 | Week 6-7 | Conduct Technology Due Diligence of Top Firms With ETF Team | |
| | 30-Dec | Week 8 | Score Vendors | |
| | 4-Jan | Week 9 | Review, Decide, Procure Performance Management Technology Asset | |
| | Jan 11-Feb 5 | Weeks 10-13 | Talent Growth Gain Access to Systems; Understand Support Needed From IT (if any) | |
| Project Sponsor & Stakeholders Feedback & Decision Requested | Jan 11-Feb 5 | Weeks 10-13 | Talent Growth Work With Vendors to Effectively Onboard | |
| | Jan 11-Feb 5 | Weeks 10-13 | Talent Growth Propose Competency Process Plan (Utilizing all Assets) | |
| | 11-Feb | Week 14 | Gain Feedback and Adjust Plan | |
| Project Sponsor & Stakeholders Feedback Requested | 18-Feb | Week 15 | Update Communications/Transition Management Plan for rollout | |
| | 25-Feb | Week 16 | Make Final Adjustments to Plan | |

2020-June 30, 2021

| | | Time | Action Items | Transition Management |
|--|-----------------|-------------|---|-----------------------|
| Step 3 - Pioneer | | | | |
| Project Sponsor & Stakeholders Feedback Requested | 3-Mar | Week 17 | Communicate Resources, Commitments, and Project Goals to Pioneer Groups | |
| | March 8-April 9 | Weeks 18-22 | Develop Core & Leadership Competencies and Input to Performance Management Module/Card Sort Virtually | |
| | March 8-April 9 | Weeks 18-22 | Develop Core & Leadership Competencies Proficiency Levels Governing Core/Leadership Competencies | |
| | March 8-April 9 | Weeks 18-22 | Develop Definitions, Terms, Ensure Everyone Speaks Same Language | |
| Project Sponsor & Stakeholders Feedback Requested | April 12-May 7 | Weeks 23-26 | Build Trainings With Support of ETF (for Rollout sessions) & Gain Feedback from Sponsor and Stakeholders Prior to Rollout | |
| | May 10-May 21 | Weeks 27-28 | Rollout Training to Pioneers: Competency Models, Recommended Frequency, and Use of New Performance Management Portal Using Core/Leadership Competencies | |
| | May 24-June 25 | Weeks 29-33 | Pioneers Implement and Test System | |
| | | | | |

| | | TGP Billable Hours | ETF Hours | Contingency Hours |
|--------------------|---|--------------------|-----------|-------------------|
| 2020-June 30, 2021 | Deliverables | Column1 | Column2 | Column3 |
| 11-Nov | Set up secure systems and collaboration platforms | 275 | 91 | 20 |
| 11-Nov | Meetings & Documentation to shift technology review to front end of project | | | |
| 11-Nov | | | | |
| 12-Nov | Develop & Execute SOW | | | |
| 13-Nov | | | | |
| 13-Nov | Transition Management - At a Glance Calendar | | | |
| 13-Nov | | | | |
| 13-Nov | | | | |
| 13-Nov | | | | |
| 16-Nov | Develop Team Charter | | | |
| 17-Nov | Document Governance Model | | | |
| 16-Nov | | | | |
| 16-Nov | | | | |
| 16-Nov | | | | |
| 16-Nov | | | | |
| 17-Nov | Email and video embedded, Q&A, elevator speech | | | |

| 2020-June 30, 2021 | Deliverables | Column1 | Column2 | Column3 | |
|--|--|--|-----------|-------------------|----|
| 17-Nov | Communications/Content for Leadership and Associates | | | | |
| 23-Nov | Microsoft Teams Meeting | | | | |
| 1-Dec | Email communication developed and sent | | | | |
| 2-Dec | Email communication developed and sent | | | | |
| Dec 7 and Dec 10 | Microsoft Teams Meetings | | | | |
| 14-Dec | Hand written notes or email to all participants | | | | |
| 17-Dec | Summary of findings from exercise | | | | |
| | | TGP Billable Hours | ETF Hours | Contingency Hours | |
| Project Sponsor & Stakeholders Feedback & Decision Requested | 29-Dec | Further develop Communications Plan for ETF Feedback | 592 | 248 | 40 |
| | 5-Jan | Pam/Lisa Email with video embedded, Q&A, elevator speech updated | | | |
| | 6-Jan | Email with video embedded to all associates | | | |
| | 6-Jan | Deliver messaging within staff meetings | | | |
| | Nov 16-Nov 30 | | | | |
| | Nov 16-Nov 30 | | | | |
| | Nov 16-Nov 30 | | | | |

| 2020-June 30, 2021 | | Deliverables | Column1 | Column2 | Column3 |
|--|---------------|---|---------|---------|---------|
| Project Sponsor & Stakeholders Feedback & Decision Requested | 1-Dec | Criteria Document Presented to Stakeholders | | | |
| | 8-Dec | | | | |
| | Dec 14-Dec 22 | | | | |
| | 30-Dec | Compile Matrix and Make Recommendation | | | |
| Project Sponsor & Stakeholders Feedback & Decision Requested *Assumption: ETF has full authority to do independent technology purchase and implementation | 4-Jan | Decision & Procuring the Asset | | | |
| | Nov 16-Nov 30 | | | | |
| | Nov 16-Nov 30 | | | | |
| | Nov 16-Nov 30 | | | | |
| Project Sponsor & Stakeholders Feedback & Decision Requested | 1-Dec | Criteria Document Presented to Stakeholders | | | |
| | 8-Dec | | | | |
| | Dec 14-Dec 22 | | | | |
| | 30-Dec | Compile Matrix and Make Recommendation | | | |
| Project Sponsor & Stakeholders Feedback & Decision Requested | 4-Jan | Decision & Procuring the Asset | | | |
| | Jan 11-Feb 5 | | | | |
| | Jan 11-Feb 5 | | | | |
| Project Sponsor & Stakeholders Feedback & Decision Requested | Jan 11-Feb 5 | Present Competency Framework For Feedback | | | |
| | 11-Feb | | | | |
| Project Sponsor & Stakeholders Feedback Requested | 18-Feb | Present Communications Plan for Feedback | | | |
| | 25-Feb | Share Final Plan With Stakeholders | | | |

| 2020-June 30, 2021 | | Deliverables | Column1 | Column2 | Column3 |
|---|-----------------|--|--------------------|-----------|-------------------|
| | | | TGP Billable Hours | ETF Hours | Contingency Hours |
| Project Sponsor & Stakeholders Feedback Requested | 3-Mar | Share Communications Plan for Stakeholder to Disseminate | 342 | 100 | 40 |
| | March 8-April 9 | Virtual Session | | | |
| | March 8-April 9 | Virtual Session | | | |
| | March 8-April 9 | Virtual Session | | | |
| Project Sponsor & Stakeholders Feedback Requested | April 12-May 7 | Training | | | |
| | May 10-May 21 | Core & Leadership Competencies Develop, In Performance Management Module | | | |
| | May 24-June 25 | Evaluation of Adoption and Roll-up Report of Baseline Data | | | |
| | | | | | |

**Statement of Work (SOW) dated 11/10/2020**

Wisconsin Department of Employee Trust Funds

Contract ETJ0057 - Competency-Based Performance Management Services

Period of Performance: this SOW covers work to be performed during ETF FY21

Phase 1: Launch Detailed Tasks

| Task | Travel | TGP HOURS | ETF EST. HRS | Contingency |
|---|--------|-----------|--------------|-------------|
| | 0 | 275 | 91 | 20 |
| Meetings Preparation | 0 | 17 | 15 | |
| Kick off Meetings | 0 | 8 | 4 | |
| Internal Systems Set Up (Trello, excel) | 0 | 25 | 5 | |
| Align on Scope, Milestones, Measures of Success, Develop Justification for Moving Up Tech | 0 | 18 | 25 | |
| Discuss Timelines and Develop Statement of Work | 0 | 17 | 5 | |
| Discuss and Document Team Charter | 0 | 12 | 5 | |
| Create Project Oversight Model & Communication Cadence | 0 | 9 | 2 | |
| Identify and Document the Pioneer Groups | 0 | 6 | 2 | |
| Obtain and Review HR related documentation -mission/objectives | 0 | 15 | 0 | |
| Review Current Performance Management Process | 0 | 15 | 0 | |
| Review Current Performance Management Assets (documentation/technology) | 0 | 15 | 0 | |
| Review Current Core Competencies (if developed) | 0 | 5 | 0 | |
| Review Current Leadership Competencies (if developed) | 0 | 5 | 0 | |
| Review Selected Job Descriptions and Appraisals | 0 | 20 | 0 | |
| Develop Executive Summary of All Findings | 0 | 15 | 2 | |
| ETF (HR) Technology Selection Approach/Documentation | 0 | 11 | 5 | |
| Deveop Change Readiness Exercise | 0 | 7 | 0 | |
| Change Readiness & Session (ADKAR Strategy) | 0 | 8 | 1 | |
| Conduct Before and After Exercise & Develop Plan | 0 | 12 | 3 | |
| Develop Communications and Engage SC, AC, BoM, BoS, BoL | 0 | 16 | 17 | |
| Admin | 0 | 19 | 0 | |

| Phase 2: Design Detailed Tasks | | | | |
|--|---------------|------------------|---------------------|--------------------|
| Task | Travel | TGP HOURS | ETF EST. HRS | Contingency |
| | 0 | 592 | 248 | 40 |
| Core Card Sort options for future card sorts | | 12 | 2 | |
| Research Competency Best Practices | | 23 | 0 | |
| Research Competency Benchmarks & Proficiency Levels | | 21 | 0 | |
| Develop Criteria Document | | 21 | 1 | |
| Present Criteria Document to Competency Selection Team | | 6 | 1 | |
| Adjust Criteria Document Per Feedback | | 10 | 0 | |
| Research Leading Competency Banks/Libraries | | 19 | 0 | |
| Conduct Competency Due Diligence of Top Firms With ETF Team | | 25 | 0 | |
| Review, Decide, Procure Competency Assets | | 0 | 10 | |
| Research Performance Management Technology Best Practices | | 0 | 40 | |
| Research Technology Proficiency Levels/Customization | | 40 | 10 | |
| Develop Criteria Document | | 8 | 15 | |
| Present Criteria Document to Technology Selection Team | | 2 | 2 | |
| Adjust Criteria Document Per Feedback | | 0 | 2 | |
| Research Leading Performance Management Technology Options | | 20 | 20 | |
| Conduct Technology Due Diligence of Top Firms With ETF Team | | 12 | 35 | |
| Review Competency Integration into Performance Management Module | | 16 | 5 | |
| Review, Decide, Procure Performance Management Technology Asset | | 2 | 15 | |
| Talent Growth Systems Access and Assessment | | 135 | 80 | |
| Talent Growth Work With Vendors to Effectively Onboard /Work in System | | 25 | 0 | |
| Talent Growth Propose Competency Process Plan (Utilizing all Assets) | | 50 | 5 | |
| Gain Feedback and Adjust Plan | | 12 | 0 | |
| Develop & Present Communications Plan for Feedback | | 25 | 5 | |
| Build out Performance Management Process With Screen Shot | | 36 | 0 | |
| Prep for Card Sort & Communications for Pioneers | | 24 | 0 | |
| Make Final Adjustments to Process Plan | | 9 | 0 | |
| Admin | | 39 | 0 | |

| Phase 3: Pioneer Detailed Tasks | | | | |
|---|--------------------|------------------|---------------------|---------------------|
| Task | Travel | TGP HOURS | ETF EST. HRS | Contingency |
| | 0 | 342 | 100 | 40 |
| Write Communications for Review | | 10 | 5 | |
| Communicate Resources, Commitments, and Project Goals to Pioneer Groups | | 7 | 5 | |
| Develop Core & Leadership Competencies and Input to Performance Management Module/Card Sort Virtually | | 80 | 0 | |
| Develop Core & Leadership Competencies Proficiency Levels Governing Core/Leadership Competencies | | 40 | 0 | |
| Develop Definitions, Terms, Ensure Everyone Speaks Same Language | | 25 | 0 | |
| Build Trainings With Support of ETF (for Rollout sessions) & Gain Feedback from Sponsor and Stakeholders Prior to Rollout | | 86 | 10 | |
| Rollout Training to Pioneers: Competency Models, Recommended Frequency, and Use of New Performance Management Portal Using Core/Leadership Competencies | | 40 | 0 | |
| Pioneers Implement and Test System | | 0 | 80 | |
| Adoption Evaluation and Rollup Report | | 10 | 0 | |
| Admin | | 44 | 0 | |
| Hourly Rate = \$250 | Total Hours | 1209 | Total Amount | \$302,250.00 |

**** Phases 4 and 5 will be estimated to this level of detail in the Spring of 2021 for the FY22 budgeting process**