

STATEMENT OF WORK (SOW)

Wisconsin Department of Employee Trust Funds (ETF)
and
Groves Advisors, LLC, dba Talent Growth Partners (Contractor)

SOW #2

Date: 2/3/2021

RFP and Contract #: ETJ0057 for 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 Contract, Section 1.10 of the RFP, statements of work must be drafted and agreed to by ETF and Contractor prior to work commencing.

Services: This SOW #2 covers ETF executive and leadership staff coaching as described in Contractor’s attached proposal dated February 3, 2021.

The Services will be delivered virtually during 2021 and are projected to begin on or about April 1, 2021.

ETF, Contractor’s assigned coach (Subcontractor) and the coaching participant must sign the attached Coaching Agreement prior to the commencement of any coaching.

Materials: Materials associated with the Services will be printed and distributed by ETF.

Billing/Invoicing:

Phase 0: Contractor will invoice ETF for Phase 0 Services (described in Contractor’s attached proposal) beginning on or about April 1, 2021 (for completed Services). Contractor’s one-month fee for Phase 0 Services: **\$19,155**

Phase 1: Contractor will invoice ETF for Phase 1 Services (described in Contractor’s attached proposal) beginning on or about May 1, 2021 for five months (five months of coaching). Monthly invoices for Phase 1 for 9 participants: **\$19,155 Total: \$95,775 (\$19,155 x 5 months)**

Total for Phase 0 and Phase 1: \$114,930

If the number of participants for leadership cohort coaching decreases, the pricing will be adjusted as described below.

Phase 1 Leadership Cohort Coaching Pricing: Due to the fixed nature of several underlying costs in the cohort delivery model, the total pricing will change if the number of participants is reduced (pricing below includes implementation fees):

- Pricing for 7 participants: \$1,765 per month x 5 months = \$61,775
- Pricing for 6 participants: \$1,860 per month x 5 months = \$55,800
- Pricing for 5 participants: \$1,991 per month x 5 months = \$49,775
- Pricing for 4 participants: \$2,189 per month x 5 months = \$43,780

Payment terms are outlined in Contract ETJ0057.

AGREEMENT AND AUTHORIZATION:

Wisconsin Department of Employee Trust Funds

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

Title: Assistant Deputy Secretary

Date: 2/4/2021

Groves Advisors, LLC, dba Talent Growth Partners

DocuSigned by:
By: Maria Groves
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Name: Maria Nicholas-Groves

Title: CEO

Date: 2/4/2021



Leadership Coaching Proposal
February 3, 2021

Leadership Coaching Goals and Objectives

- ❑ Anchoring to ETF's Strategic Workforce Planning Road Map (specifically initiatives H and O), the agency intends to bolster its leadership capabilities in 2021.
- ❑ On the cusp of a major leadership change, there is a desire to accelerate the development of several of its highest potential leaders with executive coaching.
- ❑ In addition, ETF intends to offer a leadership coaching to a select group of leaders throughout the agency. This initiative will serve as a pilot to evaluate the benefits of coaching to the broader organization.
- ❑ Leadership coaching will also serve to advance the agency's diversity and inclusion initiatives.

Enterprise
Current State



Wisconsin Department of Employee Trust Funds Strategic Workforce Planning Road Map

Enterprise
Future State

ETF PROJECT MANAGER

Recommended Initiative Time Frames

Work Stream Partners

HR

L&D

LEADERSHIP

2019

2020

2021

2022

2023

A Hire HR Leader
Set HR Mission & KPI's
Add Capacity

E Recruiting, Shepherding, & Staffing Key Roles

I Build EVP & Strategic Recruiting Plan

K Enhance Total Rewards & Communication

N Redesign & Automate Performance Management

R Build Manager Help Desk Tools & Resources

T Augment Workforce Talent Models

W Enhance & Automate Onboarding Experience for all Talent Sources

B Agency-Wide Change, Communication & Accountability Training + Expanded Management Training

J Develop & Implement Competency Model
Add L&D Resources

L Build Career Path Models

p Link L&D Systems with Career Paths & Performance Management

s Performance Management & Development Training

U Build Robust L&D Function
Developing Desired Competencies
Increase Training Hours/Employee
Communicate Financial Value of Training

C Enterprise-Wide Project Intake, Prioritization & Resourcing Model

H Leadership Role Shifts, Mentoring of Emerging Leaders & Senior Leadership Coaching

M Competency-Based Succession Planning

O Coaching Cascades to Leaders & Managers

Q Strategic Rotation & Development for Leaders

V Employee Engagement-Building Member Initiatives

G Communicate Strat Plan, Goal Metrics & Progress

F Culture Shift: Empowerment, Innovation, Collaboration, Candor

D Sustain & Grow Business Process Management Program

Estimated Project Duration Scale

3 months

Executive Coaching Pilot Recommendations

EXECUTIVE COACHING

- ❑ ETF will identify several key candidates for promotion to more advanced levels of leadership. This may involve 2-3 individuals who will need new capabilities to perform in elevated roles.
- ❑ For this group, we recommend a customized 1:1 executive coaching program, which will include an initial leadership assessment and 5 months of comprehensive coaching support.
- ❑ Executive coaching engagements often run 9-12 months, and an assessment of value can be made at the 5-month mark to determine a potential extension for one or more of these individuals.
- ❑ A visual overview of the executive coaching structure follows, and can be further customized based on ETF's goals.

Executive Coaching



Executive Coaching
The executive and the coach have the flexibility to redistribute coaching time based on growth goals and capacity. For example, one month they may agree to a 30-minute session every Friday rather than the set 2 sessions per month.

Each Month
Executives are implementing their development action plans and have access to their coach for informal check-ins and in-the-moment challenges.
Executives are utilizing personalized development resources (articles, podcasts, videos, books, mentors, online courses, external collaborators or mentors.)

Impact Assessment
In addition to evaluating each leader's progress, participants will formally evaluate the coaching program. Executive coaching services may be extended on a month-by-month basis thereafter, if desired. It is common for executive coaching support to last 9-12 months.



”Research demonstrated that executive coaching in times of organizational change was associated with executives’ and managers’ increased work-related goal attainment, enhanced solution-focused thinking, and a greater readiness and ability to deal with change.”



Leadership Coaching Cohort Pilot Recommendations

LEADERSHIP COACHING

- ❑ ETF will invest in leadership development for a select group of participants based on near term development and succession planning needs.
- ❑ It is anticipated that this group of leaders will be growing within their current roles.
- ❑ For this group, we recommend a customized cohort-based coaching program, which will include an initial leadership assessment and 5 months of 1:1 and group coaching.
- ❑ A visual overview of the hybrid cohort based coaching structure follows.

Leadership Coaching Cohort Program



Participants Write Pre-Program Goals & Predictions
Introduce & Assign Coaches
Identify Common Leadership Assessment Themes; Incorporate relevant TED Talk, LinkedIn Learning module, or book in first Group Cohort

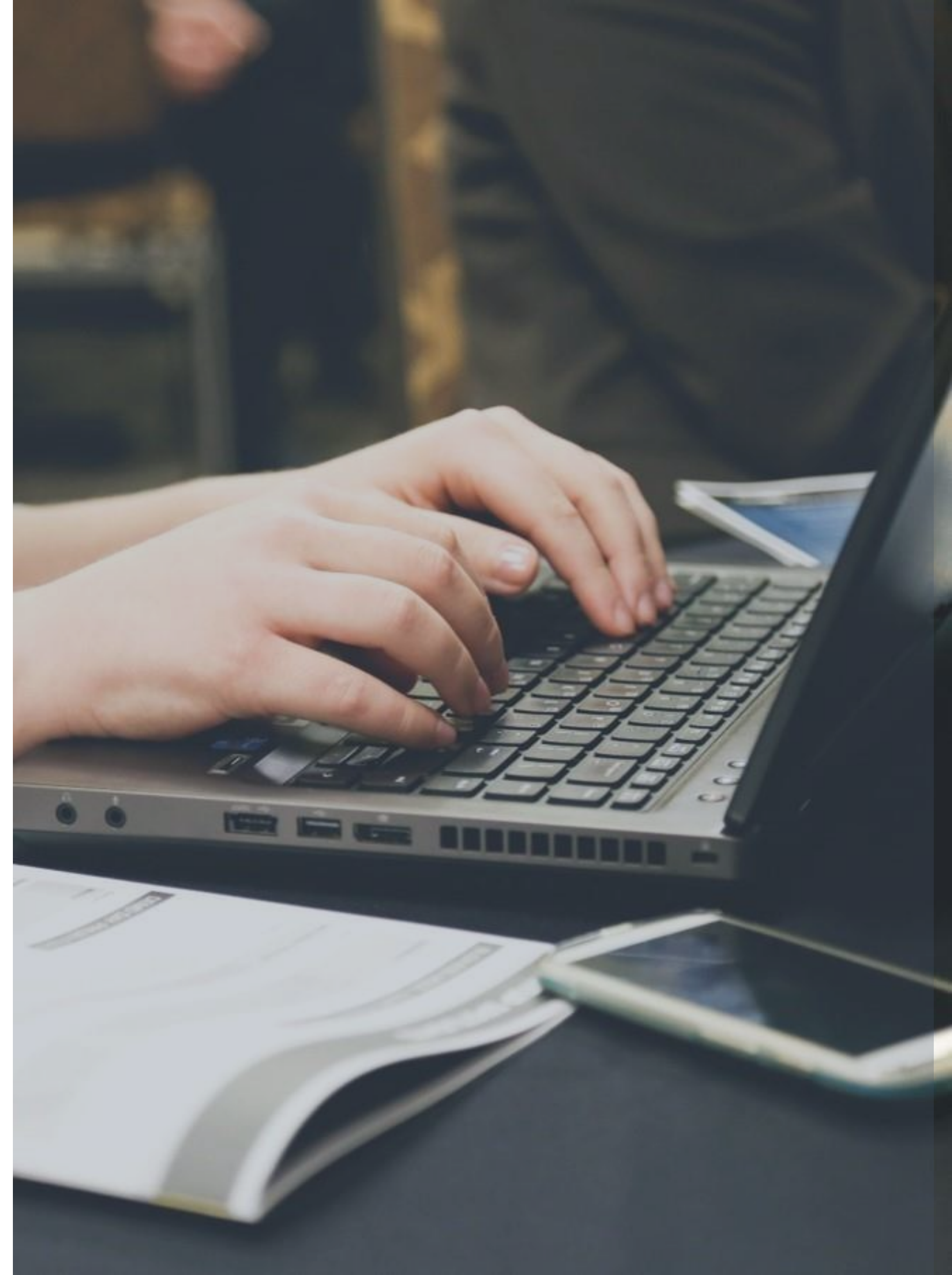
Each Month
Participants are executing their development action plans and reporting out on key takeaways with leaders/peers as appropriate.
Participants are utilizing personalized development resources (articles, podcasts, videos, books, mentors, online courses) and developing their own reference materials and videos.

Participants deliver final presentations to sponsors & senior leaders.
Each participant evaluates leadership coaching program, summarizes key outcomes and identifies further personal development goals.
An organizational evaluation of coaching value will inform future cohort options.

Coaching Focus

LEADERSHIP ASSESSMENTS

- Nearly all validated assessments involve 360 feedback
- Near-term recommendation is to start with self-assessment, and incorporate manager/sponsor input
- Investigated the right potential options for ETF and have two recommendations



Assessment Option



POTENTIAL

STRENGTHS AND COMPETENCIES FOR LEADERSHIP

Report for : John Score-Average

ID: UH555944

Date : 21.11.2016



CHALLENGE

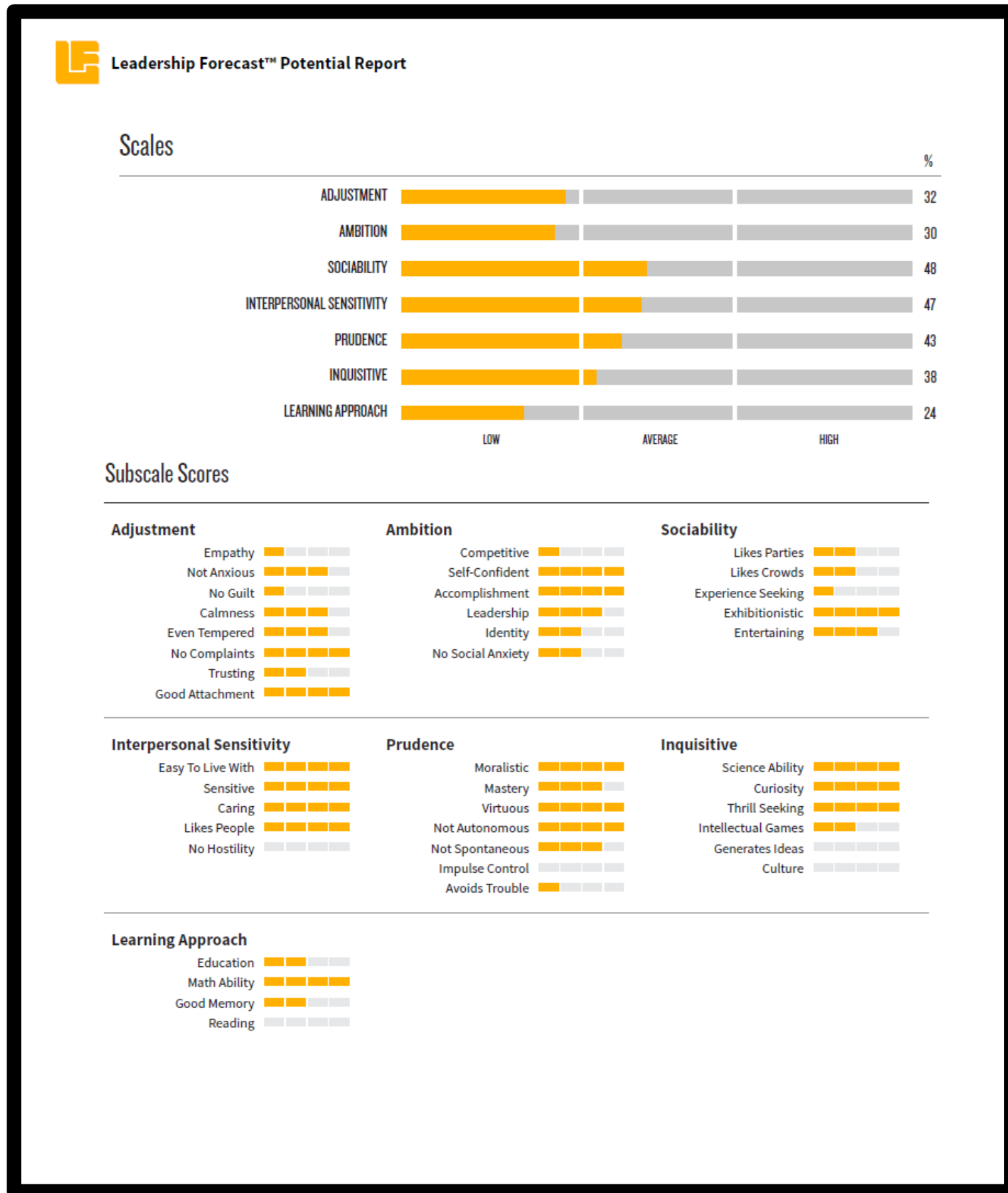
DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

Report for: Sam Poole

ID: HC560419

Date: 2.15.2018

Sample Hogan



Assessment Option 2

Self & Manager Leadership Assessment

LEADERSHIP SELF-ASSESSMENT		
Employee Name: _____		
Employee Manager/Sponsor: _____		
Date: _____		
A component of your leadership development is to evaluate your competence level in the areas of vital importance to this organization's success.		
Rate each item on a scale of 1 (low) and 5 (high) based on your perceived competence level as of today.		
Leadership Dimension	Definition	Rating
Inspiring Others	Energizing and inspiring others to strive for excellence and commit to common goals and purposes, creating a sense of self-efficacy, resilience, and persistence in team members.	
Embracing Diversity	Fostering, promoting, supporting and driving inclusion in the organization.	
Ensuring Accountability	Following through on commitments and making sure direct reports do the same. Act with a clear sense of ownership. Act as role model of personal responsibility for decisions, actions, and failures. Establish clear responsibilities and processes for monitoring work	
Exemplifying Integrity	Shows moral courage by doing the right thing even when it is not popular or by expressing disagreement when actions or pending decisions would violate organizational values, laws, or policies. Demonstrating public service as a higher calling and honorable professional, and inspiring public appreciation for confidence and trust in the work of the agency. Providing accurate, current and understandable information to the public, along with the implications of choices with an unbiased approach.	
Nurturing Innovation	Creating new and better ways for the organization to be successful. Adapting to change and engaging in continuous learning and critical thinking to promote the growth of the individual and the organization.	
Client Focus	Providing service excellence to clients, both internal and external. Anticipates clients' needs and concerns; Advocates on behalf of clients and provides thoughtful recommendations on complex client problems.	
Effective Communication	Delivering timely, accurate, and thoughtful messages, through the best medium(s), in a manner that best suits the audience and objective(s). Willingness to repeat and recraft messages after listening to the feedback of others. Effectively navigating disagreement and discomfort, with thoughtfulness and tact.	
Relationship & Team Building	Creating an atmosphere of mutual respect and camaraderie among peers and staff. Leveraging the strengths of each team member and uniting people around a common goal. Viewing team members as assets who deserve an investment of both time and professional development.	
Resourceful	Adapting to changing circumstances; improvising, identifying new options, and developing alternatives in a fast-paced environment. Collaborating with others and willing to continually learn. Navigates thoughtfully even in the absence of important information and dealing effectively with delays, changes, and unresolved issues.	
	Total	
<p>1. What behaviors or leadership characteristics do you value most in yourself?</p> <p>2. What areas do you hope to develop in the coming year?</p> <p>3. If you could only tackle one primary area related to leadership development, what is the <i>most important</i> from your perspective?</p>		

ORGANIZATION NAME												
Coaching Participant Ratings as Assessed by Manager												
Rating scale of 1 (low) to 5 (high) based on level of perceived competence as of March 2021												
Leadership Dimension	Definition	BMR	BRW	JMH	JGA	JWB	KLJ	MAK	TMB	NTM	JAH	Leadership Dimension Total
Inspiring Others	Energizing and inspiring others to strive for excellence and commit to common goals and purposes, creating a sense of self-efficacy, resilience, and persistence in team members.	3	3	4	5	3	5	5	4	5	5	↑ 42
Embracing Diversity	Fostering, promoting, supporting and driving inclusion in the organization.	3	4	3	4	3	3	5	4	4	4	→ 37
Ensuring Accountability	Follow through on commitments and make sure direct reports do the same. Act with a clear sense of ownership. Act as role model of personal responsibility for decisions, actions, and failures. Establish clear responsibilities and processes for monitoring work and measuring results.	3	3	4	5	2	3	4	3	3	4	→ 34
Exemplifying Integrity	Shows moral courage by doing the right thing even when it is not popular or by expressing disagreement when actions or pending decisions would violate organizational values, laws, or policies. Demonstrating public service as a higher calling and honorable professional, and inspiring public appreciation for confidence and trust in the work of the agency. Providing accurate, current and understandable information to the public, along with the implications of choices with an unbiased approach.	5	4	4	4	3	5	4	4	3	5	↑ 41
Nurturing Innovation	Creating new and better ways for the organization to be successful. Adapting to change and engaging in continuous learning and critical thinking to promote the growth of the individual and the organization.	4	4	4	3	2	3	5	3	5	3	→ 36
Client Focus	Providing service excellence to clients, both internal and external. Anticipates clients' needs and concerns; Advocates on behalf of clients and provides thoughtful recommendations on complex client problems.	5	5	4	4	3	5	5	3	4	3	↑ 41
Effective Communication	Delivering timely, accurate, and thoughtful messages, through the best medium(s), in a manner that best suits the audience and objective(s). Willingness to repeat and recraft messages after listening to the feedback of others. Effectively navigating disagreement and discomfort, with thoughtfulness and tact.	3	2	2	3	2	4	5	4	3	2	↓ 30
Relationship & Team Building	Creating an atmosphere of mutual respect and camaraderie among peers and staff. Leveraging the strengths of each team member and uniting people around a common goal. Viewing team members as assets who deserve an investment of both time and professional development.	3	4	3	5	3	4	5	4	3	5	↑ 39
Resourceful	Adapting to changing circumstances; improvising, identifying new options, and developing alternatives in a fast-paced environment. Collaborating with others and willing to continually learn. Navigates thoughtfully even in the absence of important information and dealing effectively with delays, changes, and unresolved issues.	2	2	3	2	3	4	3	3	2	3	↓ 27
9 dimensions x max 5 = 45 max		31	31	31	35	24	36	41	32	32	34	327

Estimated Coaching Investment

Phase 0: \$19,155 Engagement Prep & Kick-off One Time Fee:

- Procurement of Assessments for Executive Coaching
- Development of Custom Assessments for Cohort
- Final Interviewing, Selecting, & Onboarding Additional Coaches
- Education of Coaches on ETF
- Coordination of Schedules for Kick-off & Cohort Sessions
- Pre-Kick off Call with Project Sponsor and Project Manager

Phase 1: \$ 19,155 Coaching Monthly Fee:

Cost:

Staff Level	No. of ETF Participants	Coaching Engagement Length (No. of Months)	Monthly Cost	Total \$ (No. of Participants x 6 months x monthly cost)
Executive	2	5	\$3,400	\$34,000
Select Pilot Leaders	7	5	\$1,765	\$61,775
Engagement Prep and Kick-off	n/a	1	\$19,155	\$19,155
Totals	9			\$114,930

Estimated Coaching Investment

- Services will be delivered virtually
- *If number of participants change, pricing may change
- Printing, as needed will be done by ETF in-house

Changes made from proposal delivered from Dec 23, 2020

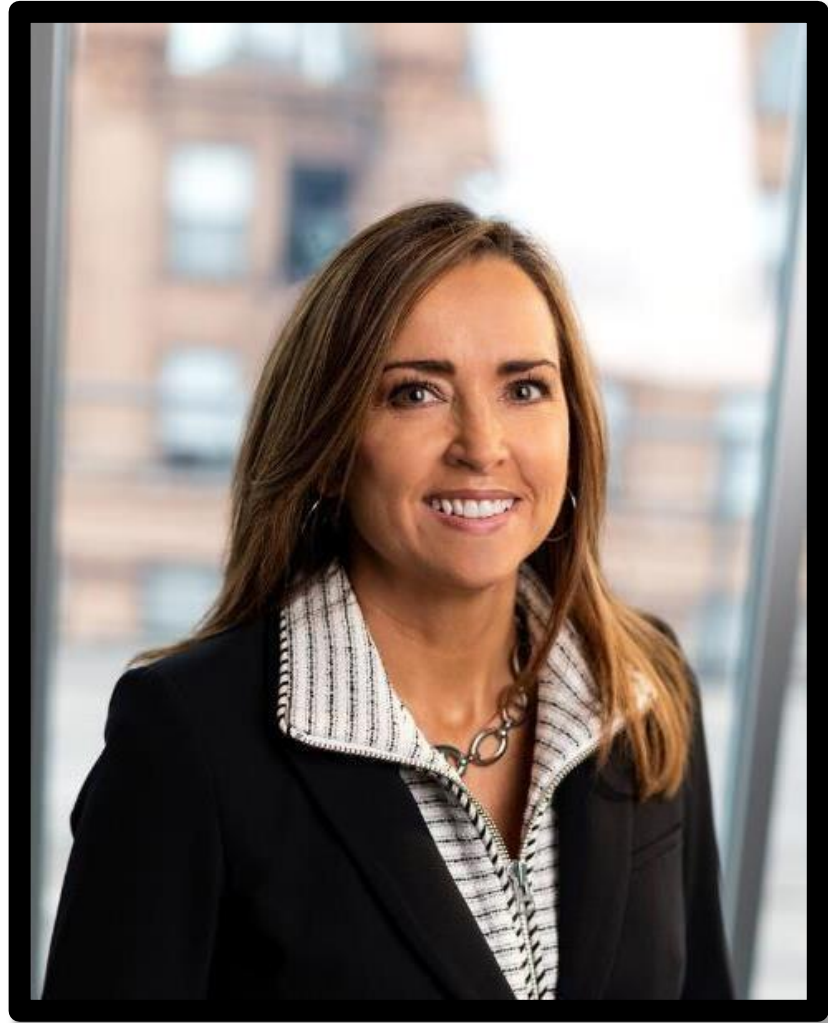
- Reduced number of leaders in cohort from 8 to 7
- Reduced number of coaching months from 7 to 6
- Reduced price per cohort leader per month
- Removed customized cohort development session
- Resulted in 24% price reduction

Cohort pricing for initial pilot only is:

- Pricing for 7 participants = \$61,775
- Pricing for 6 participants = \$55,800
- Pricing for 5 participants = \$49,775
- Pricing for 4 participants = \$43,780

Engagement prep and kick off fee: \$19,155

Coaching Roster



Nikki Palmer-Quade, ACC



ACE Coach Accelerator™ | Enhanced Practitioner



Don'Angelo Bivens,
PCC



Jane Dolan,
PCC



Roll Out Steps



Estimated timeline – can be adjusted and accelerated based on ETF’s needs

Supplemental Information

*“Nikki has been a tremendous asset to the development of our senior leaders and acclimating them to the culture of MATC. Her partnership with the coachee and their leader has been key to ensuring the **right competencies** are being worked on. We have observed a **noticeable positive change in the leaders she engages with.**”*

Cheryl F. Zima SPHR

Vice President Human Resources
Milwaukee Area Technical College



“We engaged Nikki Quade at Palmer Quade Consulting to lead a 360 feedback process for Directors and couldn’t be more impressed with her work. In addition to providing expertise, Nikki led the process while keeping me informed throughout so it never felt like an administrative burden. She took the extra time to work with the individuals on my team (many who were new to a 360 feedback process) to establish trust by being an objective, understanding partner.

*Within weeks of her debrief and executive coaching sessions with my team members, the 360 feedback had an **immediate return on investment in new, positive and productive behaviors and dramatic improvements**. I highly recommended Nikki and PQC to friends and many in my professional network and know that we will continue to count on her for future development and leadership coaching needs.”*



Sebastian Thachenkary

Vice President Of Marketing And Community Engagement
Milwaukee School Of Engineering

Jane is a recognized expert with over 25 years of experience as a Human Resources executive, consultant, and coach.



Jane Dolan,
PCC

Jane holds an MBA from Marquette University, is a Professional Certified Coach (PCC) accredited through the International Coaching Federation, and holds certifications in: Emotional and Social Competence Inventory (ESCI), PDI Profiler, Myers-Briggs Type Indicator, DiSC, Hogan Leadership Series, Human Synergistics Assessments, SHL Assessments, Change Style Indicator Influence Style Indicator, and Crucial Conversations.

Her areas of expertise include: Leadership Development and Coaching, Talent Assessment and Training, Performance Management, Retention and Engagement, Change Management Strategies, and Succession Planning.



Don'Angelo Bivens,
PCC

Don'Angelo Bivens, MS, CPCC, PCC is a certified executive coach, speaker and leadership facilitator with 20 years of service – coaching and training 1000s of leaders ranging from start-up, small and middle-market companies to Fortune 500 Senior Executives across five of the seven continents and the Caribbean islands. He has helped leaders directly correlate the importance of self-awareness and their leadership skills to leading people and managing P&Ls with millions to over \$16 billion budgets.

Prior to his career as an executive coach and facilitator, Don'Angelo held leadership roles within NYC Health & Hospitals Company, Milwaukee Public Schools, Harrah's Entertainment and Sunshine Suites. As the Senior Director of Learning and Development at Sunshine Suites he was responsible for launching a co-working space in partnership with NYC's Mayor Bloomberg's Office of Economic Development, and a training division, managing dozens of trainers in various areas of business, technology and personal development.

Talent Growth Partners Advantages



Trusted Advisors with Track Record at ETF

One source for a pool of trusted, certified executive coaches

Best-equipped and aligned to gain momentum

Unified language and approach with competency-based program

Goals and outcomes identified and measured

Competitive pricing

Simplified project management and billing

Coaching Agreement

Coaching is a process, grounded in partnership of mutual trust and respect focused on transforming an individual's business performance to execute at higher levels. Focus is placed on increased awareness, self-development, and the alignment of the individual with not only his or her own goals but the goals of the organization.

The coaching sponsor, the Wisconsin Department of Employee Trust Funds (ETF) and the coaching participant acknowledge that coaching does not involve providing any legal, financial, tax, nor therapeutic advice. The coach is not retained, nor is qualified, to provide any legal, financial or tax, or mental/medical advice to the participant. To the extent the participant needs or desires legal, financial, tax, mental or medical advice, the participant is strongly advised to seek such advice from a specialized professional.

Expectations

Coaching requires commitment to the coaching process by all parties. By signing this agreement, the coaching participant, manager/sponsor, and the coach commit to the following:

Coaching Participant

- Your intent and desire for change and development is serious, and you are ready to receive feedback.
- You will make a sincere commitment to the coaching process—make it a priority, be accessible and prepared to come to all meetings and discussions. You are the driver of your growth.
- You will participate in the process of self-discovery and reflection—be open and honest with yourself and the coach, experiment with new approaches and practice new behaviors, and take ownership for your own development.
- You will develop, share with your manager/sponsor, and carry out specific action plans to achieve expected outcomes of the coaching engagement.
- Peer information disclosed in cohort sessions that is sensitive, personal, or shared in confidence will be kept private.
- You understand that coaching is not counseling or psychotherapy.
- You understand that coaching may be suspended or terminated if circumstances make you unable to benefit from coaching.
- The dates, times and locations of each coaching session will be determined by you and the coach. You will be responsible for scheduling telephone and video conference meetings with the coach.
- The coaching participant and coach are mutually responsible for optimal use of each coaching session.

Manager/Sponsor

- Share information with the coach and coaching participant, concerning challenges, goals, organizational culture, performance highs and lows, and other information critical for the coaching engagement.
- Determine expected outcomes and focus areas of engagement.
- Play an active role in the coaching partnership—participate in ongoing dialogue with the coaching participant, support achievement of the coaching participant's (employee's) action plan, check in on progress.
- Share relevant resources, provide access to key personnel, and remove obstacles to success.
- Respect confidentiality of coaching —the action plan is not confidential, but other information shared during coaching sessions is confidential.
- Create a safe and supportive environment where the coaching participant can change and improve; reinforce positive changes; act as a catalyst for the process focused on the expected outcomes to help each coaching participant reach their potential.
- Accept and honor the coach's obligations of confidentiality to the participant and will not compel or pressure the coach into disclosing or revealing any substance of the coach's meetings, previously agreed upon confidential assessments or other materials without an agreement by the participant. In the event of any such demand or pressure on the part of the manager/sponsor, the coach shall be free to terminate the relationship and shall be compensated in full by ETF for services rendered through the date of termination of the relationship.

Coach

- Maintain the highest levels of integrity, transparency, and confidentiality.
- Adhere to and abide by the ethical standards of behavior and conduct established by the International Coaching Federation.
- Guide and challenge the coaching participant in the development of specific action plans and provide ongoing support to the coaching participant.
- Use self-discovery and reflection to encourage the coaching participant's independent thought, independent decision-making and action planning, and ability to ultimately coach self.
- Initiate comments and observations that would be helpful for the coaching participant to see patterns in their own behaviors and ways to address their challenges.
- Come prepared for each coaching session.
- The coach and coaching participant are mutually responsible for optimal use of each coaching session.

Periodic progress reviews will be provided to the coaching participant's organization. These will be general in nature (i.e., to determine if the coaching participant is keeping appointments, attending cohort group coaching sessions, completing assignments, focusing on implementing their development plan). Specific content of the coaching session is confidential unless the coaching participant asks the coach to share specific information with another or if the coaching participant discloses information that legally compels the coach to break confidentiality (e.g. illegal activity, if required by law, pursuant to valid court order or subpoena; imminent or likely risk of danger to self or to others). Where the coach reasonably believes one of the above circumstances is applicable, the coach may need to inform appropriate authorities.

Cohort sessions will be held on agreed upon dates, without regard to any one individual having a conflict. The coach will not complete a separate cohort session due to a coaching participant's absence; an absence of a coaching participant will not affect pricing or billing. It is the coaching participant's responsibility to notify the coach no less than 24 hours in advance of the scheduled 1:1 calls/meetings if a conflict arises. The coach will attempt in good faith to reschedule the missed 1:1 meeting.

Coaching Process

Step 1: Outcomes

Identify goals that serve both individual and the organization

Step 2: Information

Gather data through assessments and/or interviews

Step 3: Strategy

Identify focus areas and timeline; leverage 1:1, cohort sessions, and other resources in implementing action plan

Step 4: Results

Measure and share progress, celebrate successes, plan for continued development, and evaluate coaching

Signing below indicates that you have read and understand this agreement.

Coaching Participant

Manager/Sponsor

Coach