



Lewis Associates, Inc.

Consulting | Training | Professional Development

Knowledge Into Action

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Proposal for Team Development Strategies

Dane County Dept. of Public Works, Highway and Transportation Division

Situation Appraisal

The Dane County Dept. of Public Works, Highway and Transportation Division has changed a lot in the last two decades. While it used to be a more homogenous group with employees hired from the local agricultural community, today the Division is more diverse and has begun to hire from underserved communities of the city. The workforce includes racial, cultural, gender, lifestyle and age/generational diversity.

The changing makeup of the workforce has caused some tension. Recent changes in the political landscape have also caused challenges in managing the organization. New union rules have allowed fully one third of the field workforce to opt out of the employee union (now called the employee group). There is also an ongoing uneasy relationship between the union leadership and the non-union management team.

These issues have caused an increase in employee grievances and reduced productivity during slow times. The culture of the organization has deteriorated to a semi-bureaucracy. Because the Division performs at the very highest level during construction season and the winter months, there is a great opportunity to create a culture of employee engagement, teamwork and esprit de corps throughout the year.

Objectives

The objectives of our *Team Development Strategies* consulting process include, but are not limited to:

- shift culture to a team based work environment
- attract younger, diverse workforce
- build a bench of high potential employees to move into management.

Metrics

The measures of success for the project will include:

- improved new employee retention rates
- reduced employee grievances
- increased overall employee satisfaction.

Implementation Plan

Team Development Process

We provide a *Team Development Process* for all hands. The initial session allows the workforce to conceptualize best practices of a high performing organization and then build groups and action plans to implement these practices. Groups share their action plans at a follow up session 60-90 days later. This session includes teamwork and communication skills training. Prior to the *Team Development Process*, we meet with stakeholders (managers, union leaders, employee influencers) to define clear outcomes and post-process stakeholder responsibilities. We also conduct a final meeting with the stakeholder team to review progress and give feedback on their performance.

- Snow Roadeo Introduction - Oct. 1, 2018
- Stakeholder session - Oct. 19, 2018
- *Team Development* Session 1 - Nov. 1 & 2, 2018
- *Team Development* Session 2 - Jan. 10 & 11, 2019
- Post Session Web-call - Jan. 14, 2019

Team Leader Training

Team Leader Training is provided for high potential employees and existing managers. This is a multiple day process delivered over time and may include conflict resolution, recruiting, delegation and motivation. Throughout the training period, each participant takes a leadership role on a work committee. At the final session, participants present their work committee results and learning lessons.

- *Team Leader* Session 1 - January 18, 2019
- *Team Leader* Session 2 - March 15, 2019
- *Team Leader* Session 3 - May 16, 2019

All Hands Training

We provide multiple *All Hands Training* sessions that cover personal leadership, accountability and emotional intelligence.

- Everyday Leadership - Feb. 5, 2019
- Everyday Leadership - Feb. 6, 2019
- Everyday Leadership - Feb. 12, 2019
- Everyday Leadership - Feb. 13, 2019

Investment Summary

Team Development Process, Team Leader Training and All Hands Training - \$60,000

Projects are not cancelable. They may be rescheduled within 12 months without penalty. All travel/lodging** and miscellaneous expenses including shipping and handling charges are billed in addition to this investment.*

**No penalty charge if we need to reschedule based on weather conditions (SNOW).*

***Travel expenses not to exceed: hotel \$225/night, meals \$50/day, auto \$0.54.5/mile*

Acceptance

Your signature below indicates acceptance of this proposal and the terms and conditions herein. Alternatively, your deposit or full payment per the terms above will also represent acceptance of this proposal, allowing us to begin the project together.

For Dane County Dept. of Public Works,
Highway and Transportation Division:

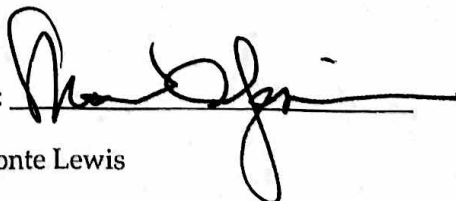
Signature: 

Name: Jerry Mandli

Title: Commissioner

Date: 7/18/18

For Lewis Associates, Inc.:

Signature: 

Name: Monte Lewis

Title: Co-Owner

Date: June 19, 2018