



**BLUE RIBBON COMMISSION ON ORGANIZATIONAL EXCELLENCE**  
**Minutes – February 23, 2021**

**Call to Order.** Chair Knudson called the meeting of the Blue Ribbon Commission on Organizational Excellence to order at 6:00 P.M. on Tuesday, February 23, 2021 via teleconference.

**Committee Members Present.** Supervisors Knudson, Peer, Beaver, Aegerter, Wilson; Kristin Fillhouer (UW-Whitewater at Rock County); and Marc Perry (Community Action).

**Committee Members Absent:** None.

**Staff Members Present.** Josh Smith, County Administrator, Randy Terronez, Assistant to the County Administrator; Annette Mikula, Human Resources Director; and Amy Spoden, Assistant Human Resources Director.

**Others Present:** Supervisor Wes Davis.

**Approval of Agenda.** Supervisor Beaver moved approval of the agenda, second by Supervisor Peer. ADOPTED.

**Approval of Minutes from January 19, 2021.** Supervisor Beaver moved approval of the minutes from January 19, 2021, second by Supervisor Aegerter. ADOPTED.

**Introduction/Welcome New Member: Sup. Bill Wilson.** Supervisor Bill Wilson gave a brief remark on his background.

**Discussion on following questions:**

- a. **What does organizational excellence look like?**
- b. **How do you envision organizational excellence playing a role in the future?**
- c. **How can we utilize organizational excellence in building a strong employee/management culture?**
- d. **At what point in organizational excellence journey, do we accept that our mission is complete and we know that we have met our goals?**

Committee members responded to each question and provided additional clarification. (See attached notes.)

**Review of Project Scope for Request for Proposal.** Members suggested adding the following:

1. County's mission, vision and core values statement;
2. A summary of the resolution creating the Commission
3. Organizational excellence
4. Coaching and training background
5. Inclusivity

6. Working with diverse organizations
7. Working with community or non-profit organizations
8. Policy review through an equity lens
9. Experience with larger organizations and complex organizations
10. Community data
11. Willingness to try
12. Actionable
13. Not too detailed of request for proposal but a summary and allow bidders to propose approach
14. County staff as a microcosm of the community it serves
15. Need enough description to get meaningful but not tie the hands of the bidders.
16. Allowing for more than one consultant given the expansiveness of the preliminary project scope.
17. Encourage team approach
18. Difficulty in finding a consultant that is versed in all aspects
19. A description of the County organization as complex and the services it provides as comprehensive.
20. Make language broad and allow consultants to propose approach
21. Community and stakeholder involvement
22. Trust-building and community building (based upon the WCA Diversity, Equity and Inclusivity workshop speakers from LaCrosse County)
23. Data-driven
24. References of similar organizations
25. Revise the last sentence in the draft scope language: “The report recommendations....” To not be an end but to be the beginning of a long journey and allow the organization to continue to grow.
26. Consultant’s report would be actionable
27. Consultant report would be the beginning, not the end that would sit on the shelf

The project scope/RFP document will be updated to incorporate members input. Randy Terronez noted that there will be several iterations over the next several weeks before the document is in final form.

Chair Knudson encouraged getting language, revisions, etc. to Randy Terronez promptly so progress can be made.

**Discussion of Request for Proposal Timeline.** Randy Terronez reviewed various steps in timeline and added the development of a consultant list that the RFP would be sent to, Commission recommendation on the preferred bidder, etc. Specific dates would be determined as the final RFP language is completed.

**Set Meeting Date and Time.** The Committee decided on Tuesday, March 9, 2021 at 6:00 P.M. for the next meeting.

**Citizen Participation, Communications, Announcements, Information.** No public comments were received.

**Adjournment.** Supervisor Beaver moved adjournment at 7:03 P.M., second by Supervisor Aegerter. ADOPTED.

Respectfully submitted,

Randy Terronez  
Assistant to the County Administrator

**NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.**

## Notes from Agenda Item 5a - d

### **5a. What does organizational excellence look like?**

Depends on the community/county make up; Communication is key; keep dynamics and feedback/adapting

Citizens feeling they are represented in organization

Teamwork to get to vision/mission of organization; need to feel supported against repercussions; develop themselves; encouraging people to move forward; change can be difficult; need built-in support to accomplish mission/goals.

Strive towards mission/vision/core values; people that it serves feel being equitably treated

Googled the term – on-going effort to establish internal framework – and leads to innovation (forward-thinking); change and customer requirements within business expectations; have something in place and have employees feel having pride in doing their job

Respect, framework of both supervisor and employee are respected and leads to innovation (forward-thinking); change and innovation are easier when employees feel respected and willing to take risks

A set of principles and attitudes based on our values, vision and mission; that shows up in the everyday behavior and actions of our people

For us, it looks like a place where transparency and communication create a safe environment for our staff and those we serve. There is cooperation, creativity, diversity and inclusion

### **5b. How do you envision organizational excellence playing a role in the future?**

Departments make decisions on values of the County as a whole, with norms and accountability

Attract and retain good people and lift them up

Mission-vision-core values; does everybody have equitable access to opportunity

Have equitable access to services; do employees feel valued; following your department goals/expectations; when improve culture, reach goals – acknowledge achievement

Aspirational - never quite get there; OK to strive and improve without feeling that once the goal is attained, we can relax; what's next? What can we do better? customer-driven; understand real needs of clients;

A continuation, never done; without it – you don't know where you are heading; sets standard; trust and verify; can change (department to department or co-worker to co-worker); data-driven/measurable

Meeting the needs of the future 5-10-15 years out; preparing for the future; Staff that mirrors the County population

### **5c. How can we utilize organizational excellence in building a strong employee/management culture?**

### **5d. At what point in organizational excellence journey, do we accept that our mission is complete and we know that we have met our goals?**

Some things will be maintained but need to create culture to allow staff to move forward; clear and consistent goals; training is a big component;

RE: meeting Goals, at each meeting set objectives but work is never done - an on-going effort

Inclusion as part of changes; staff input/ -in; Staff should have a say

Re: Meeting Goals, always evolving

Similar to leadership selection and if leader is fair, then employees feel they are treated fairly; rewards building through experiences and takes a while to build trust; cream rises to the top; good morale; may not agree but respect one another and understand; Have best interests at hand, but never really done Making sure there are no barriers either from staff or client from being successful; policy, practice and appearance in doing its best (any service organization that serves people); what is end game? Come out with world class organization in policy, practice and appearance; And then community can be confident; can't be afraid to let go of people

When implement practices and change; scares some people and result in turnover/attrition which isn't a bad thing; people may pull themselves out; not necessarily a bad thing

When train is moving, not everybody is going to join;

Some people are not wired to want to achieve organizational excellence – then share with the competition; creating safe environment for staff who are engaged to be innovative

Work is done when we see engagement and buy-in with staff and management trust; movement, trust (innovation), fulfill role of organization finances, environment, etc.

From all levels of employees –know what their piece of the organization is about and how it fits into the big picture; individuals being connected to outcome, how they can contribute, and the impact it has on those we serve