

Request for Quotation – Succession Planning Services Q&A (#1)

November 14, 2024

- 1. What is the scope of the organizational structural review, which roles will be involved and how deep does this review go?**

Initially, we would like the retained vendor to begin the organization review with the agency's Executive team and then progress to the Director group.

- 2. Does NC Lottery have any views about how deeply into the organization the key leadership positions that require succession planning are (i.e., just the Executive Team, the Executive Team plus the fourteen Directors, etc.)? Would a phased approach, starting with the Executive Team and then moving deeper into the organization, be a good fit?**

We prefer a phased approach, starting with the Executive team and then progressing to the Director group.

- 3. Would leaders currently in the key leadership positions be effective in identifying potential successors and validating those potential successors with their managers?**

Our leaders will be very effective in identifying potential successors from within their own departments. They could benefit from learning how to consider potential leaders from other areas, who might not seem like an immediate fit.

- 4. Will Succession Candidates be notified of being Succession Candidates? Should Succession Candidates also be provided with Individual Development Plans?**

Yes. Succession candidates will be notified of their status. Commission staff involved in the project look forward to collaborating with retained vendor on identifying and implementing appropriate strategies for staff development, which may include the development and provision of Individual Development Plans.

- 5. Is there currently a leadership competency model? If not, is there a desire to create, validate, and implement one before launching the Succession Planning initiative?**

The Commission does not currently have a leadership competency model, but would benefit from the creation of such a tool. We view the implementation of a model of this nature as part of the process of developing a sustainable succession planning program.

6. How is leadership development currently practiced within the organization? Is mentoring widely used? Are on-the-job experiences widely used to develop leaders? Is there receptivity to one or both approaches?

We do not have a formal mentoring program. Our leaders currently are developed through on-the-job experiences, including participation in industry affinity groups, and could benefit from learning how to utilize on-the-job experiences in a focused way to develop specific leadership skills.

7. Does NC Lottery have any views about having the Succession Planning meetings in person versus online? If so, what are those views?

Our employees are very comfortable conducting and participating in meetings online.

8. Section 6.1 Summary of Key Dates

- a. Could you clarify if there is a target completion date or timeline for each phase of the succession planning project? Or, if there is target date for a final succession plan?**

The Commission is relying on the retained vendor to outline a series of phases and approximate timelines associated with each phase. If possible, we would like to complete a possible initial phase with the Executive Team in the first 6 months of 2025, and perhaps complete a process with the Director group by the end of CY 2025

9. Section 6.11 Pricing Option

- b. Can you share any budget range or funding expectations the Commission has allocated for this project? This would help us design a scalable, phased approach that maximizes the value of each stage within the Commission's financial parameters.**

As this is the Commission's first time implementing a project of this nature, we are relying on the retained vendor to break the project into smaller phases. This approach will allow us not only to achieve success in stages but also to spread the cost of the project out over budget years if necessary. July 1 marks the beginning of a new budget year for us.

Funding will be available for this important project and Commission expectations with respect to budgeting and price will, in part, be informed by various cost proposals submitted in responses to the RFQ. Ultimately, the Commission is seeking to fund a project that will provide the best value to the agency, which means the selection committee may recommend a vendor who does not offer the lowest price with its proposal. As noted in the Quotation, "while potential Contractors are strongly encouraged to offer the lowest price and total cost and highest value possible, the Potential

Contractor offering the lowest price and total cost may not be selected as the Successful Contractor.” See Section 6.5 of the RFQ.

10. Section 3.0 Scope of Services

- c. Do you have a current succession plan or this the first time the Commission has developed a succession plan?**

The Commission has never had a formal succession plan.

11. Section 3.0 Scope of Services

- d. Since a phased approach is preferred, could you provide any insight into specific areas of focus or priority phases that would be of the most immediate benefit to the Commission? For example, are there specific divisions or leadership roles where succession planning is most critical due to potential retirements?**

We prefer a phased approach, starting with the Executive Team, then moving to the Director level.

12. Section 3.0 Scope of Services

- e. To support the Commission’s goal of achieving high buy-in, are there existing communication channels or engagement strategies that have been successful with staff? This would allow us to integrate proven approaches for employee engagement into the succession planning proposal.**

The Executive Team (i.e., officers and senior leadership) meet weekly; Directors meet on a monthly basis. Directors meet with their staff on a regular basis and we can hold separate meetings (in person, virtually or a hybrid) of a specific nature on any frequency deemed necessary. We have a weekly digital all-staff newsletter and the ability to send separate, topic-specific emails. Our intranet allows us to post documents and information that is available to all staff.