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CHARLOTTE, NORTH CAROLINA 28208
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**REQUEST FOR PROPOSAL
RFP AVIA #24-08: SUCCESSION PLANNING FRAMEWORK & RELATED CONSULTING SERVICES
ADDENDUM #2
OCTOBER 11, 2023**

This Addendum is hereby made a part of the specifications, as applicable, of the above referenced project. All other requirements of the original plans and specification shall remain in effect in their respective order. Acknowledge receipt of this addendum by inserting its number and date on Form #1 of your proposal.

General Note:

Proposals will be received via the e-bidding portal until 12:00 p.m. edt on Monday, October 23, 2023.

Questions received are answered as follows:

- 1. Page 27, Section 3, Exhibit A – Deliverables: Is there a planned target organizational level (e.g., from top-level down to next-level direct reports, to individual contributors, or somewhere in between) for the development and implementation of succession planning?**

Target organizational levels would need established guidelines as to which positions would qualify, but there are known key levels that will be included: Executive level (all Directors) and manager and individual contributors in key operational areas.

- 2. Page 27, Section 3, Exhibit A – Deliverables: What is the current level of maturity of your maturity of your overall performance management model and approach?**

The overall maturity of the performance management model and approach may be considered relatively low CLT has standardized annual performance review forms, and supervisor training from the City of Charlotte. In practice, frequency of feedback, clarity of impact/alignment with organizational goals, and employee engagement in goal setting can vary from supervisors. Additionally, the current performance review process is paper/manual. The City of Charlotte will transition to Workday in July 2024 which will change the current process (details unknown at this time).

3. Page 27, Section 3, Exhibit A – Deliverables: What is the current prevailing sentiment of your overall performance management model and approach?

The sentiment most heard from supervisors is about the redundancy and manual process of the actual forms and from the employees is the lack of engagement and feedback (knowing what a supervisor's goals are for them or expectations for the future).

4. Page 27, Section 3, Exhibit A – Deliverables: How comprehensive is the existing L&D capability in its ability to meet the leadership development needs emerging from the program? What is the expectation of the successful partner in the design, planning, and delivery of leadership programming in support of the succession planning success?

This will depend on the scope of the identified needs. The CLT L&D staff is small, but well connected to a variety of resources and hold certifications for a variety of training topics. A successful partnership would work with the L&D manager to identify the support needed. For example: the selected vendor may design content that the CLT L&D team would deliver in the future, but the vendor initially may deliver the content when demand is high.

5. Page 28, Section, Exhibit A – Deliverables: How are the 18 leadership competencies currently integrated into leadership programming and key HR processes?

There are several programs designed to embed the competencies: CityView, QUEST, NEO, and WINGS. The programs have various leadership skills, although not all 18 competencies are simultaneously employed. The leadership competencies are also integrated into various training topics, career coaching, team development initiatives, personality assessments, 360 assessments, diversity & inclusion, leadership retreats, and other organization development activities.

6. Page 27, Section 3, Exhibit A – Deliverables – Emergency Backup Plan: Are you defining as having candidates “ready” for unexpected openings/vacancies?

Yes

7. Page 27, Section 3, Exhibit A – Deliverables: What is the make-up of the CLT Designated Resources for the initiative? What time availability of CLT resources is expected for collaboration with selected supplier?

CLT Designated Resources are the Organizational & Talent Development Team which consists of: Talent Acquisition, HR, HR Data & Analytics, Diversity, Equity, Inclusion & Professional Development, and Workforce Development & Outreach. The selected vendor would work with the project manager who would facilitate the resources and the needed timeline (which could vary depending on the specific task/element).

8. Page 27, Section 3, Exhibit A – Deliverables: What are the in-house resources available for production of materials?

Staff is available for the creation of digital and physical materials as well as in-house printing services.

9. Page 28, Section 3, Exhibit A – Competencies for Leaders: How is the competency model currently being deployed with employees?

There are several programs designed to embed the competencies: CityView, QUEST, NEO, and WINGS. The programs have various leadership skills, although not all 18 competencies are simultaneously employed. The leadership competencies are also integrated into various training topics, career coaching, team development initiatives, personality assessments, 360 assessments, diversity & inclusion, leadership retreats, and other organization development activities.

10. Page 28, Section 3, Exhibit A – Competencies for Leaders: What assessment tools and/or methodologies are currently being used to measure the competencies?

No formal assessment or tool in place, however it is expected to be demonstrated.

11. Page 28, Section 3, Exhibit A – Competencies for Leaders: Have the competencies been customized by Leadership Tier?

Not by Aviation Leadership, as they are provided by the City of Charlotte.

12. Page 27, Section 3, Exhibit A – Deliverables: What are the key factors driving the need for a formal Succession Plan? (e.g., anticipated or historical high turnover in strategic leadership roles? A lack of clarity on career mapping and progression for individual contributors? Etc.)

To reduce operational impact when key positions are vacated and mitigate institutional knowledge lost. A number of key roles are held by employees who will be eligible to retire within 5 years. Additionally, the need to add transparency in career opportunities for internal candidates.

13. Page 28, Section, Exhibit A – Deliverables: What is driving the motivation to execute this project at this current time?

To reduce operational impact when key positions are vacated and mitigate institutional knowledge lost. A number of key roles are held by employees who will be eligible to retire within 5 years. Additionally, the need to add transparency in career opportunities for internal candidates.

14. Page 28, Section, Exhibit A – Deliverables: Has the organization (or any part of it) tried Succession Planning in the Past - and to what results?

No

Charlotte Douglas International Airport (CLT), a City of Charlotte department does not discriminate on the basis of disability. We will provide auxiliary aids and services, written materials in alternative formats, and reasonable modifications in policies and procedures to persons with disabilities upon request. To make a request, please email genetta.carothers@cltairport.com.