

ADDENDUM ONE

Date: November 15, 2022

To: All Vendors

From: Brandy Henke, Procurement Contracts Officer
 Nebraska Department of Transportation

RE: Questions and Answers for Request for Information Number RFI R221-22, Boss to Coach Business Models, Programs and Curriculum Services to be opened December 8, 2022 at 3:00 p.m..

Following are the questions submitted and answers provided for the above mentioned Request for Information. The questions and answers are to be considered as part of the RFI.

| Question | Answers |
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| 1. Has funding been reserved or a budget been allocated for this project as of yet? | Funding has been requested through federal sources and the NDOT is awaiting final approval. |
| 2. If the RFI does proceed to an RFP is there a timeline that the department is hoping to follow in regard to an RFP release? | The NDOT has no finalized timeline for an RFP to be released. However, the NDOT anticipates the RFI proceeding to an RFP mid 2023. |
| 3. Is there currently an incumbent contract fulfilling this requirement? | No current contract exists. |
| 4. To help guide our response, can you tell me how many leaders (frontline and mid-level) would be targeted for development under this initiative? | All leaders of the organization will be targeted for this initiative. There are approximately 450-500 supervisors at NDOT of all levels (frontline supervisors up to executive leadership). Top leadership (Division and District Heads and Director level) would include 25-30 leaders. |
| 5. And what mode of delivery you are looking for (e.g., instructor led in person or virtual, self-paced) and if you are looking for a train the trainer model or DDI direct delivery? | At this time, the NDOT has not made a decision on a specific approach. This is all to be determined from the information received from responses to this RFI and what approach would be the best fit for the agency. The NDOT would like to learn more about what organizations have to offer. The NDOT ultimately desires to partner with a vendor to assess organizational readiness and develop a plan resulting in a change in leadership style agency wide incorporating concepts into business practices. |
| 6. I just want to confirm that this is a HR/Learning and development focus? | Yes, but it will be utilized agency wide. |

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| 7. What does the organizational structure at NDOT look like? | Governor, Director oversees Deputy Directors, Deputy Directors oversee District Engineers and Division Heads, who oversee all mid and front-line management. |
| 8. Can you please share specific number breakdowns for your people leaders by role? Including, but not limited to, your executive leaders, mid-level managers, and front line managers? | Executive - 23 Mid-Level - 95 Front Line - 160 |
| 9. How many individual contributors are within NDOT? | Approximately 1500. |
| 10. In the past, have you measured engagement? | Yes, through an annual employee engagement survey. |
| 11. Have you done any manager development in the past? | Yes, NDOT has a leadership development program. |
| 12. Can you share more details around how you define employee independence within NDOT? Could you describe a desired future state? | NDOT hopes to achieve a desired future state that exists of managers who provide coaching and create autonomy wherever possible for all individual contributors. NDOT wants employees to feel comfortable and secure making decisions in their day to day work, and for the supervisor to provide feedback whether positive or negative, moving away from a command style of leadership. |
| 13. What are your current recruiting strategies? What is working and what is not working? | <p>NDOT currently utilizes a regional talent acquisition model which includes a Talent Acquisition Manager, 3 Regional Talent Acquisition Partners who act as advisors to their various regions or units, an Outreach Talent Acquisition Partner who recruits candidates statewide, and a Talent Acquisition Assistant who provides administrative support. Staff attend career fairs focused on the recruitment of engineers, highway and bridge designers, land surveyors, diesel mechanics, and maintenance and construction role and partner with colleges, universities, and nonprofit organizations to identify candidates and have also held inhouse hiring events. Jobs are posted on various social media platforms including LinkedIn and Facebook and job listings are sent out to nonprofit agencies and the Nebraska Department of Labor. NDOT is just now starting to build a high school visit program.</p> <p>Outreach to the community colleges and universities including attending the career fairs for targeted programs as listed above and the inhouse hiring events are definitely working. It's more difficult to quantify how much the social media posts are working. NDOT is expanding upon our partnership with nonprofit organizations and hope to improve the impact there.</p> |

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| 14. Has the organization implemented any major changes relative to organizational structure, culture, process, or systems in the last 18 months? If yes, could you provide a high-level description? | No major changes. |
| 15. What is your expected timeline for developing the new skillsets/capabilities? | NDOT is within the first year of a five-year strategic plan currently. As part of a future contract, the vendor will provide recommendations on a timeline. |
| 16. Do you anticipate any bottlenecks for rolling out the learning solution to your target audience? | NDOT believes there will be some resistance in change to leadership style, including generational differences. With a wide variety of culture across the state, there will be questions about how the strategy applies specifically to certain regions. However, it is the desire of the agency that the vendor can provide an in-depth assessment of NDOT to predict any unanticipated bottlenecks. |
| 17. Do you currently measure performance for your managers? If so, how? | NDOT an annual evaluation process that involves the use of SMART goals. The evaluation is completed by the direct supervisor; there is no 360 evaluation in place at this time. |
| 18. Could you provide a high-level description of the current performance management process for individual contributors (ex. annual performance evaluations, rating system etc.)? | NDOT has an annual performance evaluation system that involves the use of SMART goals with action steps. These should ideally be reviewed regularly throughout the year for progress. Pay for performance is tied to an additional annual increase in pay for meeting goals. There is a standard rating system from exceeds expectations to does not meet. NDOT is governed by Department of Administrative Services who oversee, implement, and regulate the performance management system as described above, leaving NDOT without decision making authority to change such system. |

This addendum will become part of the proposal and should be acknowledged with the Request for Information.