



STATE OF TENNESSEE
DEPARTMENT OF HUMAN RESOURCES

**REQUEST FOR PROPOSALS # 31908-00079
AMENDMENT # 1
FOR FACILITATION SERVICES, COACHING, AND
CURRICULUM DEVELOPMENT**

DATE: April 23, 2026

RFI # 31908-00079 IS AMENDED AS FOLLOWS:

1. **This RFI Schedule of Events updates and confirms scheduled RFI dates. Any event, time, or date containing revised or new text is highlighted.**

	EVENT	TIME (Central Time Zone)	DATE (all dates are State business days)
1.	RFI Issued		April 6, 2026
2.	Written Questions & Comments Deadline	1:00 p.m.	April 20, 2026
3.	State Responses to Written Questions & Comments	1:00 p.m.	April 23, 2026
4.	RFI Response Deadline	1:00 p.m.	May 8, 2026

2. **State responses to questions and comments in the table below amend and clarify this RFI.**

Any restatement of RFI text in the Question/Comment column shall NOT be construed as a change in the actual wording of the RFI document.

Question #	Question/Comment	State Response
1	How much of this work do you anticipate to be in-person vs. virtual?	This is subjective to agency needs-most sessions are in-person.
2	Will the coaching be virtual?	Yes majority of the coaching sessions will be virtual.
3	How often do you expect the consultant to travel to Tennessee?	Varies based on selection and agency needs.
4	Also, I tried to respond to the questions in the PDF form, but the boxes are too small and don't seem to resize - so I'm submitting that as a Word document. Is that OK?	Yes
5	The RFI title refers to facilitation, coaching, and curriculum development, however opening paragraph more specifically defines the request is for "speakers and coaches." Is curriculum development also part of the solution you are sourcing? If so, please provide more information on the needed curriculum.	No, curriculum is not part of it.
6	What is primarily driving the need to update the roster for these services?	The primary reason is to optimize facilitation resources for our customers, providing them with an enhanced experience.

7	The competencies and coaching framework were provided in the RFI. Which roles across agencies are the target audience for professional development in these areas?	Frontline Leaders, Mid-level Leaders, and Senior Leaders
8	How are these specific competencies tied to desired outcomes or measurable performance for the target roles? Is this clearly defined? (Does the state also have interest in a consulting phase to clearly define this so that any curriculum and/or coaching is designed to directly affect and reflect those outcomes? - Clearpath asks because this is typically where we start in our work, as then any curriculum or facilitation work we take on would then be directly aligned to desired performance and would be observable and potentially measurable for our stakeholders).	The state has clarity on the outcomes for each role. We are not seeking any consulting services right now.
9	Where (geographically) are these services required? Across the state or in a central location? In any particular facilities, or virtual?	Services are provide across multiple state parks (Paris Landing, Fall Creek Falls, and Montgomery Bell) & state facilities (TN State Library and Archives, TN Towers). Virtual is optional based on agency needs
10	Are you seeking ad hoc services from time to time, or are you also seeking a partner who can manage a full program or initiative for the state on an ongoing basis?	Ad hoc services
11	What qualifications and professional experience will most closely align to the type of resource(s) you are looking for?	Relevant experience to leadership training and executive coaching.
12	Will you be publicizing responses to all questions as a part of this process?	Yes, the respondents will receive the responses to each question asked.
13	What types of engagements are most commonly utilized (e.g., single-session workshops, multi-session programs, or coaching engagements)?	Single-session workshops and coaching engagements are typically used with the options for others depending on agency needs.
14	What leadership levels are the primary audience for these services (e.g., frontline leaders, mid-level leaders, executive leadership)?	Frontline Leaders, Mid-level Leaders, and Senior Leaders; the specific audience varies depending on the event and agency needs.
15	Is there a preferred balance between in-person and virtual delivery, or an expectation for hybrid learning approaches?	For leadership academies these are typically in-person half day/full day sessions, with the option of virtual depending on the agency needs.
16	Does the State have a preference for one-time learning events, or is there interest in time-phased learning experiences with reinforcement (e.g., follow-up sessions or coaching)?	The preference is mainly around one-time learning events, with the possibility of multiple events depending on agency needs and respondents availability.
17	Will this RFI result in the creation of a preferred vendor directory, and how will vendors be selected for future engagements (e.g., direct selection, departmental requests, or through a formal procurement process)?	The creation of a directory has been implemented. The results of the RFI will be used to continue to enhance the directory. Selections will be identified through a standardized selection process.
18	How does the Office of Organization and Agility envision balancing centralized leadership development programming with agency-specific customization?	The balance comes from keeping what leaders need to be (the competencies) consistent across state government, while allowing each agency to customize how those competencies show up in practice. This supports statewide alignment without losing the operational uniqueness of each agency.

19	Does the State anticipate a future solicitation / RFI to formalize a pool of prequalified vendors or to support broader leadership development initiatives?	The creation of a directory has been implemented & will serve as a standardized vendor pool.
20	What types of engagements are most common (single-session workshops, multi-session programs, ongoing coaching engagements)?	Single-session workshops and coaching engagements are typically used with the options for others depending on agency needs.
21	Can the State provide more detail on the primary audiences for these services (emerging leaders, mid-level managers, senior executives)?	Frontline Leaders, Mid-level Leaders, and Senior Leaders
22	Are there specific leadership competencies or capability gaps that are currently prioritized across agencies?	Leadership competencies are prioritized by Executive and Senior Leaders.
23	How does the State currently measure the effectiveness of facilitation and coaching engagements?	This is measured through pre and post surveys
24	What is the anticipated mix of virtual versus in-person delivery across engagements?	The delivery method varies based on event needs.
25	For executive coaching services, what are the typical engagement durations and expectations (number of sessions, stakeholder involvement, reporting)?	Coaching sessions are currently 6 individual sessions that are 60-90 minutes in duration.
26	To what extent is there a desire for consistency in facilitation approach and curriculum across agencies versus tailored delivery?	The desire for tailored delivery allows for each agency to have that operational uniqueness while note losing statewide alignment.
27	Beyond individual sessions, is the State exploring more integrated leadership development approaches that combine facilitation, coaching, and applied learning tied to agency initiatives?	At this time, we are seeking individual sessions.
28	Must respondents use the form exactly as shown on pages 6–7, or may responses be submitted in a separate document that follows the same questions and order?	For uniformity please use the form in the RFI. If more space is needed please attached a separate work document with additional responses.
29	If a firm is responding as a company and has multiple consultants who may provide these services, should the Technical Informational Form be completed once at the company level or separately for each individual consultant?	As a company
30	For supporting materials, should items such as client references, curriculum samples, and lesson plans be submitted for the company, for each proposed consultant, or both?	For the company
31	Since this is an RFI, should respondents limit their submission to the questions and materials specifically requested in the form, or is additional information about relevant experience and capabilities welcome?	Additional information is welcomed
32	If additional information is welcome, are there particular types of supplemental information the State would find most helpful, such as brief service examples, sample topics, or delivery formats?	Additional information includes client references, copy of lesson plan, etc. (This information is listed on page 7 of the RFI)
33	Will respondents to this RFI be included in a speaker bureau, vendor directory, or other pool for future consideration?	After the standardized rubric review, respondents will be listed on a directory.

34	Does the State anticipate issuing a formal solicitation following this RFI?	The creation of a directory has been implemented. The results of the RFI will be used to continue to enhance the directory. Selections will be identified through a standardized selection process.
35	How much of this work do you anticipate to be in-person vs. virtual?	Varies based on agency needs
36	Will the coaching be virtual?	Depends on agency needs and respondents availability/preference.
37	For the trainings, how much of the curriculum is already prepared - and how much will the consultant need to develop?	Curriculum will have to be prepared by respondent with details being provided during pre session meetings.
38	How often do you expect the consultant to travel to Tennessee?	Varies based on selection and agency needs.
39	Also, I tried to respond to the questions in the PDF form, but the boxes are too small and don't seem to resize - so I'm submitting that as a Word document. Is that OK?	Yes
40	Can you share what success looks like for the State with this type of work?	The success is predefined for each event and communicated to the vendor.
41	Of the services listed, are there certain areas that are more of an immediate priority?	No-Our goal is to enhance the experience across TN State Government.
42	Who do you expect the primary audience to be for these engagements?	Frontline Leaders, Mid-level Leaders, and Senior Leaders
43	How do you typically evaluate the effectiveness of trainings or coaching engagements?	Pre and Post Session Surveys
44	Is there a preference for customized content for each agency, or more standardized offerings across the board?	Customized content is encouraged and specific details/needs will be communicated prior to each session or event.
45	What are the primary locations for the services to be offered?	Services are provide across multiple state parks (Paris Landing, Fall Creek Falls, and Montgomery Bell) & state facilities (TN State Library and Archives, TN Towers).
46	Have you worked with other vendors on Human Resources and Leadership Development within the last three years?	Yes
47	What are the strategic goals for the Office of Organization and Agility?	One of the main goals of this office is to provide enterprise-wide learning and development.
48	What protections are in place for intellectual property on training materials and curriculum modalities?	The training content of all external facilitators is their intellectual property.
49	What is the typical contractual agreement timeframe and terms for this scope of work?	Respondents are contracted with TN State Government until they terminate the partnership.
50	How soon will potential vendors be notified about the next steps forward?	4-6 weeks from RFI closing and vetting process
51	Of the leadership competencies listed, are there specific areas that are current priorities or gaps for your workforce?	No-Our goal is to enhance the experience across TN State Government.
52	Can you share more about the primary audiences for these services (e.g., frontline supervisors, mid-level leaders, senior executives), and whether competency needs differ by level?	Frontline Leaders, Mid-level Leaders, and Senior Leaders; competencies are selected by agency's Executive and Senior Leaders
53	Are you primarily seeking standalone workshops and coaching engagements, or partners to design and deliver multi-session programs or leadership development cohorts?	Primarily standalone workshops, customized to specific agency dynamics

54	Related to the above: Do you have a preferred format or mix of delivery methods (e.g., in-person, virtual, hybrid) for workshops and coaching?	The delivery methods are mixed, depending on the agency or event needs.
55	For executive coaching, are there standard engagement structures (e.g., duration, number of sessions, or outcome expectations) that you typically follow?	Coaching sessions are currently 6 individual sessions that are 60-90 minutes in duration.
56	How will respondents be evaluated or selected for future opportunities following this RFI, and what factors will most influence selection?	Respondents will be evaluated using a curriculum designed rubric. If selected for the directory, respondents will be selected based on agency needs and competency preferences for events.
57	Does the State prefer individual subject matter experts to apply, or can a consulting firm submit a bench of multiple trainers/coaches under one respondent legal entity name?	Separate for each individual unless scope of services is the same for all respondents.
58	If applying as a company, can we substitute or add facilitators to our roster after the RFI stage, provided they meet the competency requirements?	Yes
59	What is the anticipated volume of engagements (e.g., number of workshops or coaching hours) for the Office of Organization and Agility over the next fiscal year?	It varies based on the customer needs and the expertise of the speaker and coach.
60	What is the breakdown of the target audience between frontline staff, middle management, and executive leadership?	The state offers learning to all levels including individual contributors, managers, superiors, and executive leaders.
61	For "Curriculum Development" services, will the State own the intellectual property of the materials developed, or does the vendor retain ownership with a license granted to the State?	The vendor will retain the ownership of the content that they present in the session.
62	Will the directory created from this RFI serve as a pre-qualified list for direct contracting, or will it lead to a secondary restricted RFI process?	Prior to contracting and directory display, all facilitators will undergo a formal vetting process to confirm their capability to deliver competency-aligned content.
63	Is registration on the Supplier Portal required to bid on this project?	Yes
64	"Additional Consideration" section suggests providing a copy of the curriculum or lesson plan. If a consultant provides coaching services or public speaking, what should be provided instead of a lesson plan or curriculum?	Respondents can provide testimonials from customers of their coaching services or videos of their speaking engagements.
65	If the consultant is required to travel to Tennessee, will travel expenses be paid for or reimbursed?	Travel fees are not included in contract rates.
66	I want to confirm that you're considering out-of-state vendors.	Yes, we are. With the understanding that travel cost is at the expense of the respondent.
67	How do you prefer that I factor travel costs into my listed pricing?	Travel cost is expected to be covered in the amount agreed upon in the contract of the speaker.
68	Do you anticipate that facilitated training and executive coaching will be performed predominately in-person, predominately via virtual conferencing tools, or a combination of both?	The delivery method depends on event and agency needs.
69	Is this directory open to vendor companies and consulting firms, or is it intended for individual independent consultants only?	This is open to companies and firms as well.

70	The word "curriculum development" appears in the opportunity title but is not specifically described in the RFI scope of work. Can DOHR confirm whether curriculum development is a standalone deliverable expected as part of this engagement, and if so, can you provide more detail on expectations such as number of modules, delivery format, and audience levels?	Curriculum development is a standalone deliverable as most content will need to be customized to fit the event needs.
71	Can DOHR confirm whether virtual delivery is fully acceptable for all service categories including workshops, coaching, and keynote addresses, or are certain services expected to be delivered in person only?	Virtual delivery is subjected to event and engagement needs.
72	Can DOHR provide an approximate number of state government employees and leadership levels that would be served through this directory on an annual basis? This helps respondents appropriately describe the scope of their capabilities.	The number varies by event; ranging from 15 participants to 65 participants.
73	Can DOHR clarify whether respondents are expected to provide all four coaching modalities listed in Section 3.2, or whether respondents may be added to the directory for one or more specific modalities?	Respondents will be added to the directory based on their identified scope of services.
74	How many client references should be provided, and is there a requirement for past performance projects to be completed within a certain time period?	2-3 client references would suffice. No requirement on the time period.
75	The RFI requests a copy of curriculum or lesson plan. Can DOHR clarify whether this should reflect a specific competency area from the framework, or whether any representative sample is acceptable?	This can be any representative as it will be used in the structured vetting process to determine facilitator capabilities.
76	Can DOHR share an anticipated timeline for when a formal solicitation may be issued following the close of this RFI on May 8, 2026?	A structured vetting process will take place before any facilitators are contracted with the State to ensure they can deliver content aligned with Korn Ferry competencies and agency-specific needs. This can take up to 4 weeks.
77	Can DOHR clarify the context and frequency of graduation addresses under this directory (e.g., state leadership program cohort graduations), and whether this is considered a significant portion of expected engagements?	Graduation addresses are for state leadership institutes which are typically once per calendar year.
78	Can DOHR confirm whether firms should submit headshots and resumes for all proposed practitioners, or whether a single organizational profile is acceptable in lieu of individual personal documents?	Please submit resumes and headshots for all proposed facilitators. The directory will list the facilitators individually, not by firm.

79	The RFI asks whether respondents consent to having their photo "taken and shared" within Tennessee State Government media platforms. Can DOHR clarify the context in which photos would be taken? For example, whether the State intends to photograph speakers/coaches at events, or whether respondents are expected to self-submit professional headshots? Additionally, can DOHR describe what "Tennessee State Government media platforms" includes (e.g., internal intranet directory, public-facing website, social media, printed materials)?	We are asking respondents to submit headshots for the planning directory as well as notifying facilitators that their photos may be taken during events. Tennessee State Government media platforms include LinkedIn and social media sites for DOHR.
80	Will DOHR weight any specific competencies more heavily when making speaker/coach assignments, or is the directory purely a pool for ad hoc selection?	The competencies are selected based on Korn Ferry 38.
81	Is there a preferred contract vehicle or procurement mechanism for task orders (purchase order, master agreement, etc.), or will each engagement be independently negotiated?	Each engagement will be independently negotiated. A state contract document will be utilized.
82	Is the directory intended for exclusive Tennessee state government use, or are engagements open to state agencies broadly (i.e., agencies beyond DOHR OOA)?	The directory will be used for state-wide learning engagements.
83	Will directory members be notified when opportunities arise, or are vendors expected to monitor and proactively propose?	Our office will contact the speaker as opportunities arise.
84	Is the State currently envisioning a single statewide consultant roster, or multiple rosters segmented by service category (e.g., HR, organizational development, project management)?	We are creating a platform that is solely focused on speakers and executive coaches right now.
85	How does the State anticipate agencies engaging vendors from the roster (e.g., direct selection, mini-bid processes, or rotational assignments)?	We will contact vendors as needed by our programs.
86	Are agencies expected to utilize vendors primarily for defined project-based work, or is there openness to longer-term embedded or retainer-based engagements?	We will contact vendors as needed by our programs.
87	Is the State seeking standardized pricing across vendors, or flexibility in pricing structures depending on scope and service type?	There are price ranges depending on participant size, event and scope of work.
88	Are there minimum capacity, geographic coverage, or staffing expectations for vendors participating in the roster?	No
89	Can the State provide additional detail on how vendors will be evaluated and selected for inclusion in a future consultant roster, and how agencies will subsequently select vendors for individual engagements?	The vendors will be contacted based on our program needs and the vendors expertise.
90	Does the State anticipate issuing a formal RFI following this RFI, and if so, what is the expected timeline?	The state will not be issuing a RFI.
91	Will vendors be permitted to utilize subcontractors or strategic partners to support delivery across service areas?	No we are not seeking subcontractors.

92	It seems to me that for this RFI you may be seeking individual coaches, facilitators, and content creators not leadership development companies. Am I correct or have I misread the request?	That is correct.
93	For respondents selected for the vendor directory, what does the typical engagement process look like? Specifically, will selected vendors be contacted for individual events on an as-needed basis, or will DOHR be seeking ongoing program partnerships with a defined scope and duration?	The vendors will be contacted based on our program needs.
94	Are you looking for detailed descriptions about each scope of service that can be provided or a simple affirmation?	affirmation.
95	Are there priority competencies within Section 3.1 that are most in demand currently or specific to OOA?	All competencies are considered important and prioritized based on the needs of the customer.
96	What are the target audiences for each these strategies?	It varies based on program.
97	What are the most common organizational challenges or priority focus areas DOHR is seeking to address through these services?	The leadership competencies covered in each program vary based on customer and program needs.
98	Are you looking for detailed descriptions about each style would be represented in the learning experience or a simple affirmation?	Confirmation of learning and facilitation style to understand the speaker approach.
99	What is the desired format and duration for each workshop, e.g., 90-minute, half-day, full-day, multi-session series?	This varies based on engagement needs.
100	For multi-session programs, what is the typical cohort size, program length and structure?	It varies based on the program.
101	What level of customization is expected versus use of existing content?	All content are expected to be customized to the needs of the customer and event.
102	What are the primary audience levels, e.g., individual contributors, people leaders, executives?	Frontline Leaders, Mid-level Leaders, and Senior Leaders
103	What is the expected mix of virtual vs in-person delivery?	It varies based on the customer needs.
104	How does DOHR define success and measure impact for professional development engagements?	DOHR conducts internal assessments of session quality, engagement, quality of content, and commitment to application.
105	What are the expectations for engagement deliverables?	Experiential learning based on adult learning principles and clear application.
106	What are the expectations regarding content ownership?	Content of the session is owned by the speaker.
107	Are there standard budget ranges or pricing guidelines for this service?	There are budget ranges that will be communicated once speakers are identified.
108	What is the desired length of the keynote address?	The length of keynote varies based on program.
109	What are the typical audience size and composition?	This varies by engagement event and can range from 28-65 graduates.
110	Is the keynote speaker expected to participate in additional activities, e.g., meet-and-greets,	Keynote speakers are not expected to participate however, it is encouraged as participants may have questions they would like to ask.
111	breakout sessions?	Keynote speakers are not expected to participate in breakout sessions.

112	Are keynotes typically standalone or part of larger events or programs?	Keynotes are normally integrated into larger events.
113	Is the keynote expected to be virtual or in-person?	This varies based on engagement needs however; this has normally been in-person.
114	Are there standard budget ranges or pricing guidelines for this service?	There are budget ranges that will be communicated once speakers are identified.
115	What is the desired length of the graduation address?	It varies based on the program.
116	What are the typical audience size and composition?	This varies by engagement event and can range from 28-65 graduates.
117	Is the graduation speaker expected to participate in additional activities, e.g., meet-and-greets,	Graduation speakers are not expected to participate however, it is encouraged as graduates may have questions they would like to ask.
118	breakout sessions?	The graduation speakers are not expected to conduct breakout sessions.
119	Is the graduation address expected to be virtual or in-person?	Most graduations are in person.
120	Are there standard budget ranges or pricing guidelines for this service?	There are price ranges depending on participant size, event and scope of work.
121	What role is most commonly needed: moderator, panelist, or both?	Panelist-DOHR will provide a moderator.
122	What level of preparation and coordination is expected in advance of the panel?	Speaker and coaches.
123	Are panel engagements typically standalone or integrated into larger events?	Panel engagements are normally integrated into larger events.
124	Is the panel expected to be virtual or in-person?	This varies by event needs.
125	Are there standard budget ranges or pricing guidelines for this service?	State rates for speakers and coaches are defined and communicated before any engagement.
126	What is the desired structure and duration of coaching engagements, e.g., number of	Coaching sessions are currently 6 individual sessions that are 60-90 minutes in duration.
127	months, session frequency?	The structure and duration varies based on the program and customer needs.
128	What levels of leaders are typically coached?	Mid-level
129	Are coaching engagements primarily individual, group, team or cohort-based?	Current coaching sessions are individual.
130	Does DOHR, generally, or OOA, specifically, use any coaching assessment tools already?	DOHR has assessments to measure impact and ROI.
131	If so, which ones. If not, is DOHR open to assessment tool use?	DOHR has contracts with certain assessment providers that are utilized in our learning programs.
132	Are coaches expected to conduct direct manager meetings, stakeholder interviews or	Speakers will be expected to share progress reports at regular intervals.
133	provide progress reports?	
134	How does DOHR define success and measure impact for coaching engagements?	DOHR has assessments to measure impact and ROI.
135	Are there standard budget ranges or pricing guidelines for this service?	There are price ranges depending on participant size, event and scope of work.
136	Are travel costs reimbursed separately or expected to be included in pricing?	Travel cost is expected to be covered in the amount agreed upon in the contract of the speaker.
137	Is the expectation that a resume, bio and headshot be shared for all members of the service delivery team or is the managing member/service delivery lead sufficient?	This is an expectation for all respondents seeking partnership with DOHR-OOA.

138	How will respondents to this RFI be utilized, e.g., speaker directory, preferred vendor pool, or future solicitations?	Prior to contracting and directory display, all facilitators will undergo a formal vetting process to confirm their capability to deliver competency-aligned content.
139	Will engagements be sourced centrally through DOHR or requested by individual agencies?	For this specific RFI, it will be sourced through DOHR
140	Will engagements be contracted as one-off services or as part of a longer-term agreements or programs?	These are ad hoc services contracted on an individual bases.
141	What is the anticipated volume of frequency of engagements across service types?	This depends on selection and agency needs.
142	When will organizations be notified of their RFI application status?	4-6 weeks
143	What is the anticipated time frame to begin the work?	This depends on selection and agency needs.
144	Under additional considerations on the application, should applicants provide all of the personal documents or can they select which ones to submit?	We ask that you please provide all of the personal documents we ask. We will need all of those documents at some point, so we are being proactive by asking for them upfront.
145	I reviewed the leadership initiatives listed under DOHR and OOA (e.g. leadership programs). Are the requested services to support these initiatives or other learning and leadership development initiatives?	This directory will be used for enterprise wide learning initiatives.

3. **RFI Amendment Effective Date.** The revisions set forth herein shall be effective upon release. All other terms and conditions of this RFI not expressly amended herein shall remain in full force and effect.