



STATE OF TENNESSEE
DEPARTMENT OF HUMAN RESOURCES

**REQUEST FOR INFORMATION # 31908-50001
AMENDMENT # 2
FOR ESTABLISHED ORGANIZATIONS PARTNERSHIP
WITH DOHR'S SUPERVISOR PROGRAM**

DATE: August 28, 2026

RFI # 31908-50001 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		August 11, 2026
2.	RFI Response Deadline	10:00 a.m.	August 18, 2026
3.	State Responses to Written Questions & Comments		August 28, 2026
4.	RFI Response Deadline	10:00 a.m.	September 11, 2026
5.	Response no later than		September 30, 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.

RFI SECTION	PAGE #	QUESTION / COMMENT	STATE RESPONSE
		1 Approximately how many supervisors are expected to participate in each cohort, and what is the anticipated total number of participants annually?	Approximately 20-30 participants will participate in each cohort, and approximately 40-60 total participants are anticipated annually.
		2 How does DOHR define the target supervisor population for this program? For example, does it include only first-line supervisors, or also managers who supervise other supervisors?	The target population is supervisors/managers over programs and people. Yes, this includes supervisors and managers who supervise other supervisors.
		3 Will cohorts include participants from multiple State agencies, or are agency-specific cohorts also anticipated?	The cohorts will include multiple TN state agencies.

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		4 Has DOHR identified the supervisor competency model, leadership framework, or set of expected supervisory behaviors that should serve as the foundation for program design? Or will this be a part of the design process with the selected partner?	Identifying the supervisor competency model, leadership framework, or set of expected supervisory behaviors that should serve as the foundation for program design will be a part of the design process with the selected partner.
		5 The RFI references both “foundational and advanced supervisory skills.” Does DOHR envision these as separate phases or levels within one program, or as topics integrated throughout a single supervisor pathway?	Both “foundational and advanced supervisory skills” should be represented throughout the entire length of the cohort.
		6 Within the required three- to six-month program duration, is there a preferred number of instructional hours, in-person learning days, sessions per cohort, or other program format preferences?	DOHR prefers full-day (6hrs), one day a month within the required three to six month program duration.
		7 Is DOHR primarily seeking an in-person experience, or would blended delivery that combines in-person, virtual, and independent application be considered?	DOHR is primarily seeking an in-person experience.
		8 The RFI asks respondents to describe access to training facilities. Does the State expect the selected contractor to provide the primary training location, or may State facilities also be used?	The contractor must coordinate primary training location.
		9 To what extent does DOHR anticipate the selected partner developing new curriculum specifically for Tennessee State Government versus adapting existing leadership content?	The expectation is to develop or adapt existing material to the needs of supervisors within the State of Tennessee.
		10 Is DOHR interested in incorporating between-session workplace application, action-learning projects, coaching, or manager-supported development as part of the core program	DOHR is interested in incorporating between session workplace application, action-learning projects, coaching, and manager-supported development as a part of the core program.
		11 Is there interest in incorporating leadership or behavioral assessments into the participant experience? If so, are there existing assessment tools DOHR currently uses or prefers?	Yes, there is interest in incorporating leadership and behavioral assessments into the participant experience. The specifics of tools used can be outlined when developing the program curriculum.

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		12 Are there specific organizational outcomes or performance indicators DOHR would like the program evaluation strategy to address beyond participant satisfaction and learning assessments?	Yes, there are specific organizational outcomes and performance indicators DOHR would like the program evaluation strategy to address beyond participant satisfaction and learning assessments. Those outcomes are as follows: behavior change, application of learning in the workplace, and organizational impact.
		13 What would DOHR consider the most important indicators that the supervisor program has been successful after its first year?	those outlined in the program's evaluation and measurement expectations. evidence of behavior change, effective application of supervisory skills in the workplace, positive participant feedback, organizational impact.
		14 The RFI requires the ability to offer the program at least twice annually. Does DOHR currently anticipate two cohorts per year, or should respondents demonstrate capacity for a larger number of simultaneous or overlapping cohorts?	DOHR anticipates 2 cohorts per year.
		15 For the eventual response, should sample agendas, curriculum outlines, participant materials, activities, and evaluation tools reflect an existing comparable program, or would conceptual examples developed specifically for this proposed supervisor pathway be acceptable as well?	Both are required. The submission should include sample agendas, curriculum outlines, participant materials, activities, and evaluation tools that reflect an existing comparable program, and conceptual examples created specifically for the proposed supervisor pathway.
		16 Has DOHR established an anticipated budget range for the design and delivery of the supervisor development program, either per cohort or annually? If so, can that range be shared?	The range for the budget will be based on comparison of existing programs and the proposed layout of the proposed supervisor level programs from the vendor. There is not a budget number that we'll share at-this-time.
		17 What is the anticipated number of participants and preferred cohort size?	The anticipated number of participants for cohort size is 20-30.
		18 Who qualifies as a supervisor, and will cohorts mix agencies and experience levels?	Supervisors/managers over programs and people qualify as a supervisor. Cohorts will mix agencies and experience levels.
		19 Does "location must be based in Middle TN" refer to the respondent, the facility, or program delivery?	"Location must be based in Middle TN" refers to facility and program delivery.

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		20 How many in-person days are expected?	One in-person day per month is expected.
		21 Is DOHR seeking curriculum ownership, a perpetual license, or access during the contract only?	No, DOHR is seeking a learning organization who can develop & design a curriculum for the Supervisor role. DOHR serves as a thought partner in the curriculum content and design.
		22 What existing State policies, competencies, or supervisory curricula must be incorporated?	There aren't any specific state policies for the Supervisory Track, but competencies such as Conflict Management, Building Effective Teams, Emotional Intelligence etc. along with practical skills such as Leading through Change, Planning and Priority Setting, etc.
		23 Will participation be mandatory, competitive, or agency-nominated?	DOHR will use a competitive state wide agency application process.
		24 What responsibilities will DOHR retain for registration and participant communications?	DOHR will be responsible for the registration and application process for the participants.
		25 Are coaching, assessments, and learning technology expected in the base program?	Coaching will not be expected for the program. There will be an expectation for assessments/surveys to assess the impact of learning based on content and facilitation. In addition, the necessary learning technology would be expected as needed to deliver a successful and impactful program.
		26 What participant and organizational outcomes matter most?	Those that strengthen core supervisory capabilities and support consistent, high-quality leadership across the enterprise. This includes developing foundational and advanced supervisory skills through adult-learning methods, experiential activities, coaching, and workplace application, as well as ensuring organizations benefit from effective facilitators, reliable program infrastructure, and meaningful evaluation of learning and behavior change.
		27 Are facilities and refreshments expected in the contractor's price?	Yes, facilities and refreshments are expected in the contractor's price.
		28 Will the future solicitation allow partnerships or subcontractors?	If we understand the question correctly, partnerships and/or subcontractors are not considered at

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			this time. We are not sure about the future use of partnerships and/or contractors. This may or may not be considered based on a myriad of factors.
		²⁹ Does DOHR anticipate a pilot before full implementation?	The first cohort would be considered a pilot. We would meet and look at survey satisfaction from the participants and make any necessary adjustments for the 2nd Cohort to improve the overall experience.
		³⁰ What data will be available for long-term evaluation?	We do have a data team that will take the survey results of each cohort and compile them into a comprehensive report that compares, content, speakers, and the overall program over 2 plus cohorts.

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.