

**NEW YORK STATE DEPARTMENT OF FINANCIAL SERVICES
C000637 - IMPLICIT BIAS**

Attachment 7 - Bidder Questions and Proposed Modification Form

RFP Section Name	Section Number	Inquiry	Department Response
General		<p>Training Updates & Scope The RFP states that training must be updated upon request. Can you clarify expected turnaround time for updates (e.g., minor vs. major revisions)?</p>	The Contractor must make all changes as requested by the Department within two (2) weeks of the request regardless of whether the update is considered major or minor.
General		<p>Technology & Platform The Contractor must supply all required technology. Will the Department provide a participant email list for session enrollment and communications (e.g., emailed surveys) Does the Department have a preferred platform (e.g., Zoom, Teams), or should the Contractor propose one? Should the training experience be white-labeled or branded to align with the Department?</p>	<p>1.) The Department will provide the Contractor with emails for all participants to be used for required communications.</p> <p>2.) The Department's preferred platform is WebEx. However, the Bidder could propose another platform provided the platform allows for breakout activities, measures involvement in chats, and/or Q&A and generates reports.</p> <p>3.) The training experience must be branded in accordance with the Department's branding. This information will be provided to the awarded Contractor.</p>
General		<p>Project Timeline What is the expected timeline for launching the first training session after approval of the Final Project Plan?</p>	The Department anticipates the first training to begin in September of 2026. This is subject to change at the Department's discretion.
General		<p>Scheduling & Logistics Will the Department manage scheduling and participant assignments, or is the Contractor responsible? What is the expected cadence of sessions (e.g., weekly, multiple per week)?</p>	<p>1.) No, the Contractor is responsible. The Department will supply the Contractor with the Department emails. The Contractor must provide participants with class schedule, coordinate all scheduling, and manage all participant assignments.</p> <p>2.)The Contractor must provide up to three (3) sessions per week at the direction of the Department.</p>
General		<p>Reporting & Data Requirements Are there templates or preferred formats for required reports (attendance, feedback summaries, cumulative reports)? What level of analysis is expected in feedback reports (summary vs. insights/recommendations)?</p>	<p>1.) The Department will provide the Contractor the required excel spreadsheet with data fields upon award.</p> <p>2.) The Contractor must provide summary, insights, and recommendations.</p>
Section 4	4.1	Does the department have preferred technology platforms? (i.e. Zoom, MS Teams, etc?)	The Department's preferred platform is WebEx. However, the Bidder could propose another platform provided the platform allows for breakout activities, measures involvement in chats, and/or Q&A and generates reports.
Section 2	2.4	What is the breakdown of executive leadership, managers and front line department staff?	All Department staff are required to attend.
Section 3	2.4	Has previous training been conducted with department staff? If so, when?	This information is not relevant to bid response for this RFP.

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Minimum Bidder Qualifications	Attachment	Are you looking for 5 separate clients or is it truly up to 5 sessions with up to 500 people total?	RFP Section 3- Minimum Qualifications is amended as follows: The Bidder must have conducted implicit bias trainings for five (5) unique clients with an employee base of 500 or more, within the three (3) years preceding the issuance date of this RFP. These sessions must have included at least one session provided to executive-level staff and one session provided to non-executive staff. Furthermore, the Bidder must complete Attachment 8 Minimum Bidder Qualifications certifying that they meet the minimum bidder experience requirement and providing proof that the experience requirement is met.
Section 2	2.4	Is there a budget or budget range for this project? What was your budget for trainings previously?	This information is not relevant to bid response for this RFP.
Required Services: Technology	4.1	Does the Department have a Learning Management System in place, and if so, does it integrate with the Zoom meeting platform? Will the Department make Learning & Development Personnel available to ensure seamless integration of the contracted deliverables into the overall employee learning experience?	The Department's learning management system is not relevant to this RFP.
Minimum Bidder Qualifications	3	Given the backlash against diversity, equity, and inclusion from this Federal administration, many vendors providing implicit bias training have seen a decline in clientele. However, incorporation of this topic has continued through best practice leadership and team training. Will the Department consider modifying the minimum qualifications in order to expand the opportunity for dedicated practitioners by a) accepting evidence of experience of conducting implicit bias trainings in the last 6 years; and b) accepting evidence of experience conducting trainings that are inclusive of implicit bias concepts but not explicitly labeled as such?	RFP Section 3- Minimum Qualifications is amended as follows: The Bidder must have conducted implicit bias trainings for five (5) unique clients with an employee base of 500 or more, within the three (3) years preceding the issuance date of this RFP. These sessions must have included at least one session provided to executive-level staff and one session provided to non-executive staff. Furthermore, the Bidder must complete Attachment 8 Minimum Bidder Qualifications certifying that they meet the minimum bidder experience requirement and providing proof that the experience requirement is met.
General		Is there a preceding incident or pattern that has led to the request for Implicit Bias training?	This information is not relevant to bid response for this RFP.
General		Has Implicit Bias training been provided to Department personnel previously and, if so, how was success measured?	This information is not relevant to bid response for this RFP.
Required Services: Basic Requirements	4.1	Some of the topics listed include terms that have become controversial or contested in the current political climate; furthermore, the language is constantly evolving and emergent research suggests that focus on specific terminology can distract from skill-building. Is the Department open to recommendations for research-based updates to the topics, in order to meet the project goals?	Proposals will be evaluated based on the requirements outlined in the RFP.
Required Services: Assessments	4.1	The RFP describes the process for feedback from employee participants, and the requirement for vendor's feedback-responsive modification of training. Would the department consider modifying the RFP to include Needs Assessment prior to launch of the training, so that the training reflects data-driven success factors from the beginning?	No.
Cost Proposal	5.3	Can the Department provide an estimated annual budget range for these services?	The Department will not be providing this information at this time.
Cost Proposal	5.3	What is the maximum budget for this project?	The Department will not be providing this information at this time.
Purpose of RFP	2.4	What prompted DFS to allocate resources and solicit external support with organization-wide implicit bias training? For example, is this RFP project associated with broader organizational goals, the result of an internal assessment or audit, both, and/or some other impetus?	This information is not relevant to bid response for this RFP.

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Purpose of the RFP	2.4	<p>Is it the expectation that all Department employees participate in one training session over the course of the twelve-month period? If so...</p> <p>-What are the Department's expectations for employees joining the organization within the twelve-month training service delivery period? (e.g., all staff joining the Department within the first nine months of the twelve-month training are required to participate)</p> <p>-Will the Department communicate with the Contractor the names and email addresses of employees who leave the Department (either on a temporary or permanent basis) during the twelve-month training delivery period?</p>	<p>All Department staff are required to attend. The Department will provide updated emails to the Contractor.</p>
General	General	<p>What prior experience does DFS have with any of the following?</p> <p>-Trainings related to bias</p> <p>-Principles of diversity, equity, and inclusion</p> <p>-Workplace/industry-specific scenarios</p> <p>-Bias mitigation strategies</p> <p>-Allyship and inclusive behaviors</p> <p>-Leadership and accountability</p>	<p>New York State has provided training that aligns with the concepts and policies within the NYS Equal Employment Opportunity handbook. Additional information may be found at: https://oer.ny.gov/system/files/documents/2026/04/equal-employment-opportunity-rights-and-responsibilities-handbook-september-2024_0.pdf</p>
Section 4.1		<p>Implicit Bias Training Services, it states that the training must "<i>inform employees of the relevant laws and rules as well as their rights and responsibilities pursuant to the New York State Office of Employee Relations 'A Handbook for Employees of New York State Agencies'.</i>" Please confirm that:</p> <p>- The Department will provide all the necessary information that needs to be included regarding this.</p> <p>- Any learner questions regarding these laws can be addressed by the Department.</p> <p>- No legal expertise is required by the Contact.</p>	<p>1.) Please refer to the NYS Equal Employment Opportunity handbook referenced in question #24.</p> <p>2.) Any Department learner legal questions should be referred to the learners supervisor, human resources, or the Office of Employee Relations' Anti Discrimination Investigations Division (ADID).</p> <p>3.) The Contractor is not expected to provide the Department with legal expertise.</p>
Section 4.1		<p>What is the budget envelope that you need to stay under?</p>	<p>The Department will not be providing this information at this time.</p>
Section 4.1		<p>Will the evaluation rubric and weighting be shared with the bidders, or only high-level criteria in the RFP?</p>	<p>The Department will not be providing this information at this time.</p> <p>Please refer to Section 6.8 Bidder Debriefing. For any additional information regarding any solicitation, Freedom of Information Law (FOIL) requests can be made at https://www.dfs.ny.gov/foil_request.</p>
Minimum Qualifications	3	<p>Do the required 500 participants need to be calculated from courses ONLY focused on implicit bias, or can they be included from participants who completed our broader DEI-related programs that included specific emphasis on implicit bias?</p>	<p>RFP Section 3- Minimum Qualifications is amended as follows: The Bidder must have conducted implicit bias trainings for five (5) unique clients with an employee base of 500 or more, within the three (3) years preceding the issuance date of this RFP. These sessions must have included at least one session provided to executive-level staff and one session provided to non-executive staff. Furthermore, the Bidder must complete Attachment 8 Minimum Bidder Qualifications certifying that they meet the minimum bidder experience requirement and providing proof that the experience requirement is met.</p>

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Minimum Qualifications	3	Do the 500 participants need to have been trained by the contractor specifically, or can they include internal facilitators who have been certified to deliver the provider's programming?	RFP Section 3- Minimum Qualifications is amended as follows: The Bidder must have conducted implicit bias trainings for five (5) unique clients with an employee base of 500 or more, within the three (3) years preceding the issuance date of this RFP. These sessions must have included at least one session provided to executive-level staff and one session provided to non-executive staff. Furthermore, the Bidder must complete Attachment 8 Minimum Bidder Qualifications certifying that they meet the minimum bidder experience requirement and providing proof that the experience requirement is met.
Minimum Qualifications	3	If collaborating with other entities for our proposal (who would be involved with the program delivery), may we include their implicit bias training participant counts as well?	In accordance with RFP Section 3- Minimum Qualifications, "Subcontractor experience may fulfill the Bidder's experience for purposes of these qualifications."
2.5/4.1	Page 5-6	The RFP states all training sessions must be completed within a twelve-month period, but the contract period in Section 2.5 is two years. Can the Department clarify what services or deliverables are anticipated during the second year of the contract (e.g., refresh sessions, new-hire cohorts, additional reporting)?	The RFP covers approximately 1600 staff attending the session within 12 months. From project start date to the submission of final reports the Department anticipates completion will take up to two years.
4.1	Page 6	Section 4.1 requires training that is "tailored to the Department's needs" and includes "workplace/industry-specific scenarios." To what extent does the Department expect bidders to develop financial services regulatory scenarios versus broader workplace scenarios, and will Department subject matter experts be available during Final Project Plan development?	The Contractor must provide general workplace scenarios.
4.2	Page 8	Section 4.2 outlines an iterative approval process for the Final Project Plan. Is there a target timeline for finalization, and is the Final Project Plan deliverable cost (per Attachment 9) intended to cover all revision cycles required to reach Department approval?	The Department anticipates the first training to begin in September of 2026. This is subject to change at the Department's discretion. The Final Project Plan Deliverable must be inclusive of all costs until acceptance of the Final Project Plan by the Department.
4.1	Page 7	Section 4.1 requires that the post-session assessment demonstrate participants can "determine what implicit biases should be considered when assessing the safety and soundness of entities within their portfolios." Will this learning objective apply uniformly to all approximately 1,600 employees, or does the Department prefer differentiated post-assessment items for examiner staff versus administrative or support staff?	The Contractor must provide the same post-session assessment for all Department staff.
4.1	Page 6-7	Section 4.1 lists "implicit association tests" as a possible interactive activity. Does the Department have a preferred IAT instrument, or are bidders expected to propose specific validated assessment tools as part of the proposed training plan?	Bidder's should propose assessment plans in their Implicit Bias Training Plan.
4.1	Page 7	Section 4.1 requires the Contractor to "supply all technology required to provide the required services." Does this include the video conferencing platform itself (e.g., Zoom, Microsoft Teams, WebEx), or will the Department provide the virtual meeting platform, with the Contractor responsible for content delivery, polling tools, and post-session resource hosting?	The Contractor must supply all technology required to provide the required services outlined in Section 4 of the RFP.
5.2	Page 9	Section 5.2 states that the proposed training plan, including pre-session and post-session assessment plans, is excluded from the 15-page Technical Proposal limit. Are there page limits, font specifications, or formatting requirements applicable to the training plan and assessment plan attachments?	The Technical Proposal cannot be any longer that 15 pages, not including cover page, table of contents, Attachment 8 Minimum Bidder Qualification Form, Resumes. All other requested information will be included in the 15 page count.
6.6	Pages 14-1	Regarding the finalist demonstration in Section 6.6, can the Department provide guidance on (a) anticipated duration, (b) virtual or in-person preference, and (c) whether finalists should present a complete module or a representative excerpt of the proposed training?	Additional information related to demonstrations will be provided to all bidders susceptible to award.

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6.5/8.1	Pages 14,	Section 6.5 awards 4 points for Diversity Practices based on Attachment 5.1. For a bidder that is a federally certified Service-Disabled Veteran-Owned Small Business and Economically Disadvantaged Women-Owned Small Business self-performing the work, will those certifications factor into the Diversity Practices evaluation, or is the score derived solely from the Attachment 5.1 questionnaire responses?	Scoring for Diversity Practices is outlined in Attachments 5, 5.1, and 5.2.
11.1/Appendix F	Page 19	Will the Department confirm the specific insurance coverage limits required under Appendix F (General Liability, Professional Liability/Errors & Omissions, Cyber Liability, Workers' Compensation, etc.) so that bidders can verify policy adequacy prior to proposal submission?	The Contractor is expected to have all insurance coverages as outlined in Appendix F.
General	General	Can you provide a breakdown of participants by role and level (e.g., executive leadership, senior management, middle management, supervisory staff, and non-supervisory staff)? Additionally, will training sessions be grouped by role/level or include mixed audiences?	All Department staff are required to attend.
Participant Structure		Should training sessions be delivered to mixed groups, or does the Department require segmentation by level (e.g., executive, managerial, general staff)?	The Contractor will provide the same training to all Department staff.
Scheduling Approach		Will the Department manage session scheduling, or should the Contractor propose and coordinate the full delivery schedule?	No, the Contractor is responsible. The Department will supply the Contractor with the Department emails. The Contractor must provide participants with class schedule, coordinate all scheduling, and manage all participant assignments.
Level of Customisation		To what extent is the training expected to be tailored to DFS-specific functions and regulatory responsibilities?	The Contractor must provide general workplace scenarios.
Virtual Delivery Platform		Should the Contractor provide the virtual training platform, or will sessions be hosted on DFS systems?	The Contractor must supply all technology required to provide the required services outlined in Section 4 of the RFP.
Attendance & Participation Tracking		Are there specific formats or systems the Department requires for attendance reporting and participant engagement tracking?	The Department will provide the Contractor the required Excel spreadsheet with data fields upon award.
Regulatory Alignment		Will the Department provide guidance or materials relating to New York State policies and legal frameworks to be incorporated into the training?	The NYS Equal Employment Opportunity Rights and Responsibilities Handbook may be found at: https://oer.ny.gov/system/files/documents/2026/04/equal-employment-opportunity-rights-and-responsibilities-handbook-september-2024_0.pdf
Success Measures		What key metrics will the Department use to evaluate the effectiveness of the training (e.g., participant feedback, knowledge acquisition, behavioural indicators)?	The Bidder should include in their proposal a draft survey to measure participant reaction to: satisfaction with the session elements, knowledge/skill gains, and transfer of knowledge/skill to workplace.
Commercial Scope		Beyond the stated minimum of 25 sessions, is there an anticipated total number of sessions the Department expects to procure?	The minimum number of sessions is 25. However, the Department may request up to 70.
		Does the Department have a designated budget range or a "not-to-exceed" ceiling for the total two-year contract value, or should the per-session cost be based solely on market rates for high-quality virtual instructor-led training?	The Department is not releasing this information.
		Is there an incumbent contractor currently providing implicit bias or similar DEI training services to the Department, and if so, will the Department share the name of the firm and the current contract rates?	This information is not relevant to bid response for this RFP.
		While the RFP states the Department will purchase at least 25 sessions, the scope describes "approximately 70 sessions" to be completed within 12 months. Can the Department clarify if the 2-year contract term includes a second phase of training for new hires or advanced modules?	The minimum number of sessions is 25. However, the Department may request up to 70.

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		Section 4.1 states the Contractor retains ownership of work product. Does this ownership extend to the custom "Department-specific scenarios" developed during the project plan finalization, or does the Department retain rights to those specific case studies?	Please refer to Appendix E Section 1.7 Department Property and Ownership.
		The RFP requires the Contractor to supply all technology. Does the Department have a preferred virtual platform (e.g., MS Teams, Zoom, WebEx) that employees are already cleared to use, or must the Contractor host the sessions on their own enterprise license?	The Department's preferred platform is WebEx. However, the Bidder could propose another platform provided the platform allows for breakout activities, measures involvement in chats, and/or Q&A and generates reports.
		For the 70 sessions, is there a preferred cadence (e.g., no more than 3 sessions per day) to ensure trainer quality and Department staff availability?	The Contractor must not conduct more than 3 sessions per week and maximum of two sessions in a single day.
		Section 3 allows subcontractor experience to fulfill minimum qualifications. How will the Department weigh the experience of a prime contractor versus a specialized DEI subcontractor during the "Best Value" technical evaluation?	Please refer to Sections 5.2 and 6.3 for all Technical evaluation criteria.
		The RFP requires proof of training both executive and non-executive staff. Does the Department expect two distinct versions of the training module—one tailored for leadership accountability and another for general staff?	The Contractor will provide the same training to all Department staff.
		For the 15-point "Module Demonstration," will finalists be expected to present a live "mini-session" of the actual training content, or a high-level walkthrough of the methodology and project plan?	Additional information related to demonstrations will be provided to all bidders susceptible to award.
		I was about to begin creating our proposal for the RFP for Implicit Bias Training services but I wanted to confirm if companies outside of NY are eligible to apply?	Companies do not need to be in NYS but they do need to be registered with NYS Department of State.