

**Attachment 5 - BIDDER INFORMATION
QUESTIONNAIRE
Solicitation #23057 Administrative Services (Statewide)**

General Questions

Bidder Name *Kelly Services*

Instructions: Complete all questions below. Questions may have a drop-down menu from which to select your response.

NOTE TO BIDDER: FAILURE TO ANSWER THE QUESTIONS WILL DELAY THE EVALUATION OF YOUR BID AND MAY RESULT IN REJECTION OF YOUR BID.

#	Question	Response
1	Bidder Name	Kelly Service
2	Address	999 West Big Beaver Road
3	City	Troy
4	State	MI
5	County	Oakland
6	Zip Code	48371
7	Bidder Contact Name	Anthony Godino
8	Bidder Contact Telephone Number	518-489-6060
9	Bidder Contact E-mail	GODINAG@kellyservices.com
10	Bidder's PRINCIPAL PLACE OF BUSINESS: "Principal Place of Business" is the location of the primary control, direction and management of the enterprise (State of):	Michigan
11	Does Bidder have the required NYS 10 digit vendor ID number?	Yes
12	If yes, please provide	1000004844
13	If Bidder does not have a vendor ID number, did Bidder complete and submit the OSC Substitute W-9 form to OGS as described in NYS Vendor File Registration, prior to submitting this Bid document?	N/A
14	Does Bidder have a contract with any other federal, state or local governmental entity, including General Services Administration (GSA) / Veterans Affairs (VA), on similar products, quantities, terms and conditions? If yes, provide a link for each contract, if available. If link is not available, please provide hard copies with your bid submission.	<p>In addition to local governments all across the country, Kelly currently has or has recently completed several relevant contracts to government agencies including the Department of Treasury, the National Institutes of Health, the Federal Bureau of Investigation, the National Naval Medical Center and the US Postal Service. We also provide support services to a variety of federal government prime contractors including; Northrop Grumman, Raytheon Corporation, UT Battelle, Stanford Linear Accelerator Lab and CGI Federal, as examples.</p> <p>State of Michigan http://www.michigan.gov/documents/localgov/1300192_398947_7.pdf</p> <p>State of NY https://www.ogs.ny.gov/purchase/snt/awardnotes/7300322559TC_KellyServices.pdf</p> <p>Institute of Health https://www.fpds.gov/ezsearch/search.do?q=HHSN27100043+7529++REF_IDV_PIID%3A%22HHSN2712015000071%22+GLOBAL_VENDOR_NAME%3A%22KELLY+SERVICES++INC.%22&s=FPDS&templateName=1.4.4&indexName=awardfull</p>
18	If Bidder offers an additional discount for purchases made with the NYS Purchasing Card, enter it here (%):	No additional discounts are available for the use of payment cards.

19	Does Bidder offer a prompt payment discount for payments made in less than 30 days after receipt of a proper invoice?	No
20	If yes, please detail the additional discounts by providing the percentage of discounts and the specific number of days within which payment must be made for the discounts to apply (for example: 2% / 15 days; 1% / 20 days):	Kelly is offering the State a discount structure based on program spend. \$5.0 - \$7.5 Million spend = 0.25% \$7.5 - \$10.0 Million spend = 0.50%
21	Person to contact for questions relating to this Bid submission:	
	Name:	Anthony Godino
	Title:	District Manager
	Telephone Number:	518-489-6060
	Toll Free Telephone Number:	
	E-Mail Address:	GODINAG@kellyservices.com
22	Person to contact for Contract Administration issues:	
	Name:	Anthony Godino
	Title:	District Manager
	Telephone Number:	518-489-6060
	Toll Free Telephone Number:	
	E-Mail Address:	GODINAG@kellyservices.com
23	Customer Service contact for New York State Contract Orders during normal business hours:	
	List normal business hours (Specify M-F, Sat, Sun):	M-F 8am-5pm
	Name:	Anthony Godino
	Title:	District Manager
	Telephone Number:	518-489-6060
	Toll Free Telephone Number:	
	E-Mail Address:	GODINAG@kellyservices.com
24	Person to contact in the event of an emergency occurring after normal business hours or on weekend/holidays:	
	Name:	Anthony Godino
	Title:	District Manager
	Telephone Number:	518-489-6060
	Toll Free Telephone Number:	
	E-Mail Address:	GODINAG@kellyservices.com
25	Is Bidder listed as a <u>certified</u> Minority- or Women-Owned Business Enterprise in the NYS Empire State Development Directory of Certified Minority- and Women-Owned Businesses located at: https://ny.newnycontracts.com/frontend/vendorsearchpublic.asp	No
26	If yes, please indicate if the company is certified as Minority-Owned (MBE), Women-Owned (WBE), or Minority- and Women-Owned (MWBE).	
	A Bidder that is a Small Business (SBE) as defined in New York State Finance Law Section 160(8) will be identified by OGS in the OGS Contract Award Notification upon award of the Contract. "Small Business" means a business which: (a) is resident in New York State; (b) is independently owned and operated; (c) is not dominant in its field; and, (d) employs one hundred or fewer persons	
27	Is Bidder a New York Small Business as defined above?	No
28	Total number of people employed by your business:	Kelly employees over 5,300 full-time employees across the country and 7,
29	Total number of people employed by your business in New York State:	Although Kelly is headquartered in Michigan, we have 19 branches across

BIDDER/OFFERER DISCLOSURE OF PRIOR NON-RESPONSIBILITY DETERMINATIONS Pursuant to Procurement Lobbying Law (SFL § 139-j)		
30	Has any Governmental Entity made a finding of non-responsibility regarding the Bidder in the previous four years?	No
31	If yes, was the basis for the finding of non-responsibility due to a violation of State Finance Law § 139-j?	

32	If yes, was the basis for the finding of non-responsibility due to the intentional provision of false or incomplete information to a Governmental Entity? If yes, please provide details regarding the finding of non-responsibility below.		
	Governmental Entity:		
	Date of Finding of Non-Responsibility:		
	Basis of Finding of Non-Responsibility: (add additional pages if necessary with content clearly labeled)		
33	Has any Governmental Entity terminated a Procurement Contract with or withheld a Procurement Contract from the Bidder due to the intentional provision of false or incomplete information? If yes, please provide details below.	No	
	Governmental Entity:		
	Date of Termination or Withholding of Contract:		
	Basis of Termination or Withholding: (add additional pages if necessary with content clearly labeled)		

Attachment 5 - BIDDER INFORMATION QUESTIONNAIRE

23057 Administrative Services (Statewide)

Solicitation Specific Questions

Bidder Name

Kelly Services

Instructions: Answer all questions below providing your response in Column C. Questions may have a drop-down menu from which to select your response.
 NOTE TO BIDDER: FAILURE TO ANSWER THE QUESTIONS WILL DELAY THE EVALUATION OF YOUR BID AND MAY RESULT IN REJECTION OF YOUR BID.

QUALITY CONTROL AND ASSURANCE PROCEDURES

NOTE: Please enter "N/A" for any questions that are not applicable to the Lots being bid.

#	Question	Response
1	What is your firm's selection, screening and hiring processes for temporary workers.	<p>EMPLOYEE ACQUISITION: We employ an experts-hiring-experts model to drive our success—our recruiting specialists have real-world experience in the same fields as the candidates they are sourcing. Our recruiter communities stay abreast of current trends, provide access to resources, enable immediate problem solving, and drive innovative recruiting processes. They take a data-driven approach to talent sourcing, leveraging supply and demand data to analyze market dynamics and identify the most effective strategies for attracting the best candidates.</p> <p>Once we have a clear understanding of your environment and the types of candidates you need, we develop a customized recruitment plan to position the City in front of your target audience. For each order, we first search our internal database for available employees with skill sets that meet your needs. This vast database includes all active and available candidates as well as those coming off assignment across all skill categories – nearly 5M resources across the U.S. We first look to candidates with prior Kelly assignments in like roles or companies or, as we begin staffing for the City, candidates who have been successful in your environment in the past. If we are unable to find a match in our extensive database, our recruiters use a variety of traditional and innovative recruiting methods to quickly reach into the candidate marketplace, including social media approaches, highly specialized technology and tools, and accessing the nearly 1M resumes already submitted by candidates through our external Kelly Career Network website. Our recruitment strategies can include leveraging:</p> <ul style="list-style-type: none"> • Traditional recruiting methods: Job Boards; Print & Other Traditional Media Advertising; Candidate Referral Programs; Networking & Cold Calling; Hiring Events; Community Outreach Events; Relationships with Educational Institutes; Strategic Partnerships with Key Organizations • Niche and specialized recruiting destinations that focus on reaching diverse, former military, multigenerational, and mature workers. Kelly has created several specialty websites intended to connect with specific groups of candidates in their own voice, providing meaningful and relevant information upon our first contact with each group. We also sponsor targeted programs where members of specialty organizations can connect directly to our website from their own. • Social recruiting and online communities with recruiting initiatives on popular websites such as Facebook, Twitter, LinkedIn, Slideshare, and YouTube allow us to connect with candidates where they congregate, via methods more likely to engage them.
	Continuation of Question #1	<ul style="list-style-type: none"> • Search Engine Marketing. Candidates today perform more than 70 million job searches per month, and nearly 20 million job seekers have conducted an online search in the last 30 days through search engines such as Google, Yahoo, or Bing. To capitalize on this reality, we work with search engine optimization agencies to understand and use the most popular keywords used by job seekers in our postings to facilitate talent connections, especially when recruiting hard to find talent. • Supply and Demand Analytics. To create purposeful sourcing strategies, our custom analytics portal allows us to see the types of available candidates, assess demand for those skill sets, and determine where concentrations of those skill sets are found. This allows us to target our recruiting efforts to your advantage. • Social Referral Tool and Mobile Application. Our Facebook referral tool automatically creates Facebook job postings to reach the most qualified candidates using profile data such as education, work experience, location, interests, and skills. Recruiters can post jobs and receive applications on mobile devices, and job seekers can set up mobile search filters and e-mail alerts. Candidates can easily find and apply for jobs on any mobile device. • Kelly Career Network. Kelly Career Network (KCN) is our customized job search website that gives active job seekers access to thousands of employment opportunities. Kelly recruiters post open positions online which are automatically pushed out to other career sites and news groups such as Indeed and Simply Hired. Candidates can create profiles unique to their career, location, and work style preferences and set alerts to notify them about newly posted job opportunities that match their profile preferences.

2	<p>What are your testing, training and orientation programs for temporary workers?</p>	<p>SCREENING & HIRING PROCESS: We evaluate each candidate’s ability, skills, experience, work history, and adaptability to the City’s environment to verify that every employee meets our standards and will thrive in your environment.</p> <p>Candidate care is fundamental to Kelly’s ongoing success, and we cultivate positive relationships with our employees beginning with our hiring process. We evaluate each candidate’s ability, skills, experience, work history, and adaptability to the State’s environment to verify that every employee meets our standards and will thrive in your environment.</p> <p>Every Kelly branch and onsite office follows our established screening processes as a standard operating procedure, documenting the required information in our front-office system for procedural consistency and tracking. Our selection and hiring process includes:</p> <ul style="list-style-type: none"> • Pre-screening to assess initial fit; • An in-depth interview; • Skills testing (if applicable); • Reference checks; • Hiring paperwork, including employment eligibility through E-Verify. <p>Additional State -specific screening requirements—such as for drug screening and background checks—will also be included as appropriate. An overview of Kelly’s hiring process flow is outlined below:</p> <p>Candidate Pre-Qualification</p> <ul style="list-style-type: none"> • Initial screening questions determine if candidates have the skills required to move forward in the process based on State needs, and their own availability and work preferences. <p>Candidate Assessment</p> <ul style="list-style-type: none"> • A personal Interview with a Kelly Recruiter further explores the candidate’s qualifications, skills, experience, interest, availability, and pay requirements. Kelly uses Behavioral Interviewing techniques to identify how a candidate’s past experiences relate to the current role. • Testing is administered when applicable to verify the candidates’ abilities. • Reference checks and verifications of employment, education, certifications, licenses, or credentials may be completed during this stage of the process upon completion of appropriate releases. <p>Registration</p> <ul style="list-style-type: none"> • Completion of initial application forms such as the employment application (either online or in a local branch) and release forms for background screening and reference checks • Completion of conditional offer forms such as the W-4, any state or local forms, State-specific forms or releases if required, and the I-9 employment eligibility process.
	<p>Continuation of Question #2</p>	<p>Orientation</p> <p>Prior to assignment, all employees complete an orientation process which can include State -specific topics and information.</p> <ul style="list-style-type: none"> • All employees receive and review Kelly’s Employee Handbook and acknowledge their understanding of the content, including information such as Kelly’s Commitment to Quality and policies on Safety, Equal Employment Opportunity, Drug Free Workplace, Harassment, Weapons, and Workplace Violence. • Orientation can include State and/or service line-specific training and/or orientation materials, such as directions to the facility, work hours, dress code, absence notification procedures safety/security process, etc. <p>Skills Assessments</p> <p>Testing can be administered when applicable to verify a candidates’ job-related skills. Our testing and training tools are customized to each service line to provide applicants with a realistic preview of the job skill required, and Kelly with a realistic preview of the applicant’s abilities. Based on the needs of your position, we can administer tests carefully targeted to validate skills for the City’s specific positions. Our evaluations are consistent with the guidelines established and enforced by the Equal Employment Opportunity Commission and the American Psychological Association.</p>
3	<p>What type of background checks do you conduct for screening temporary workers (nature of the checks, kinds of records reviewed, number of years covered by the background check, etc.)?</p>	<p>Kelly performs background and drug screening upon customer request (and in accordance with applicable laws). We have standard procedures and packages for background and drug screening that are designed to balance your need to get temporary talent to work quickly with the need to identify those that might pose a risk to your employees or company that we can recommend to the City. Our recommended baseline screen is a County Criminal screen for felonies and misdemeanors (7 years) for all provided residential address and names. However, you can choose to add National/Federal Criminal screen, Social Security Number Trace, Education/Employment verification, Credit Check, Financial Sanctions, or Global Watch List.</p>
4	<p>Do you agree to perform the background checks as identified in the Solicitation as requested?</p>	<p>Yes, Kelly agrees.</p>

5	<p>How do you track individual resource performance? How does your firm reward good job performance by your temporary workers? Conversely, what types of disciplinary action does your firm use?</p>	<p>The State's satisfaction is Kelly's ultimate goal. By carefully monitoring our employees' progress and success at your workplace, we assess your satisfaction with individual employees to help us better understand your particular needs and preferences—so we can continue to improve our service to the State.</p> <p>Proactive Follow-up We proactively track the success of each employee's assignment, and have preventative measures in place to ensure their quality performance. These methods may include a first day arrival call for new assignments to confirm that our employee has arrived safely, on-time, and meets your expectations; periodic quality-control calls during an assignment to ensure that our employee is performing to your expectations; and continued communication through scheduled business reviews.</p> <p>These proactive follow up procedures are used to capture information regarding the employee's performance. If it is determined that the employee has met your expectations or you would like to extend their assignment, we will discuss during these follow up meetings and update the employee as necessary. If our employee is not meeting your expectations, we will take steps to immediately remedy the situation, which may include counseling, replacing, or removing the employee from assignment.</p> <p>Performance Evaluation At the end of the assignment, you will be asked to rate the employee's performance on the following criteria: • Quality of work; • Quantity of work; • Interpersonal Skills Attendance/Punctuality</p> <p>You will also be asked whether the State would have the employee back again, or be given another opportunity. This information is tracked in our front-office system to use as we receive future orders from the State.</p> <p>Performance Management We record and monitor each employee's performance ratings on a regular basis and review them periodically with the employee. Employees with an unacceptable performance rating are counseled by a Kelly supervisor, and informed that continued employment with Kelly will be contingent on their ability to meet the performance expectations of both Kelly and our customers. In some cases, additional training may be provided to help an employee achieve the desired performance standards.</p>
	<p>Continuation of Question #5</p>	<p>Recognition Our Kudos! Program is a highly customizable and successful program enables Kelly to recognize top employees and reward them with personalized commendations and gift certificates. State criteria will be established at the branch level in support of your specific local goals. Statistics show that employees who receive a single Kudos reward year-over-year maintain a retention rate of 78%, with multiple reward winners as high as 88%—proving how much this program incents employees and effectively improves their retention.</p>
6	<p>Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.</p>	<p>Yes. Kelly has a broad approach to assessing how well we are meeting your needs that drives continuous improvement that includes the following components:</p> <ul style="list-style-type: none"> • Key Performance Indicators - At program onset, we will work with the State to define performance objectives and develop meaningful ways for you to track our results. We keep an open line of communication with the State to verify we are meeting your expectations, address any issues proactively, and discuss continuous improvement options to increase efficiency. We understand the importance of providing the State with accurate, timely, and relevant data to help run your business and assess the effectiveness of our service. • Business Reviews – Provide us with a regular opportunity to review our mutual expectations and performance, resolve problems, exchange information, identify opportunities for improvement and explore new facets of our business relationship. Business reviews will be conducted by your account manager on an interval as determined by the State. • Customer Satisfaction Program - Kelly is profoundly committed to the satisfaction of our customers and maintains a rigorous process for evaluating the State's ongoing perception of our service delivery. The Customer Satisfaction Program is a formal, objective rating process to gather and analyze your feedback on your overall satisfaction with Kelly. This process is developed and managed by a third-party vendor to ensure the integrity of our program. • Quality Control Process Quality assurance is the core of our service delivery process. We proactively track the success of each employee's assignment and take steps as needed to ensure quality performance, including: <ul style="list-style-type: none"> • Arrival Calls – Upon the State's request, recruiters will conduct an arrival call on the first day of each new assignment to confirm that our employee has arrived safely, on time, and meets your initial expectations • Interim Quality Control Calls – placed periodically during the course of an assignment to gather information about the employee's quality of work, quantity of work, punctuality, and attendance—ensuring performance to your expectations • Employee Management – if an employee does not meet your expectations, we will take steps to remedy the situation immediately—by counseling, replacing, or simply removing the employee from your assignment—and issue a credit in accordance with the Kelly Guarantee

	Continuation of Question #6	<ul style="list-style-type: none"> • Closing Quality Control Calls – conducted at the end of each assignment to review your level of satisfaction—both with the employee’s performance and with Kelly in general. We will also ask whether you would utilize the temporary employee again if given another opportunity. • Net Promoter Score (NPS) – Along with other major companies worldwide, we have embraced NPS as a single measure of customer satisfaction, loyalty, and engagement. NPS is based on a simple premise—asking users of temporary staff if they would recommend their staffing company to a friend or colleague. NPS is a calculated score based on a “likelihood to recommend” question included in the Customer Satisfaction Survey.
7	What process do you follow to ensure the proposed resumes meet your client's request?	<p>During Kelly’s hiring process, applicant screening is accomplished consistently through a number of standard procedures, including:</p> <ul style="list-style-type: none"> • Completion of an employment application • Candidate interviews • Skills testing, when applicable • A signed statement regarding felony convictions • Signed releases permitting background checking and drug screening (once conditional employment has been made) • Employment history verification <p>Additional State-specific screening requirements—such as for drug screening and background checks—will be incorporated into our screening process as appropriate.</p> <p>Our hiring or selection process is a standard procedure documented in every Kelly office.</p> <p>We verify each applicant’s employment history and check one or two of their references. The information gathered and evaluated during this process is documented in our front-office system to ensure procedural consistency.</p>
8	How do you schedule engagements?	<p>Kelly eOrder is an order management system that will allow the State to place orders, approve orders, and check order status at any time via the web. While many electronic orders received by other staffing suppliers have to be retyped or manually routed for fulfillment, Kelly eOrder integrates with our enterprise-wide front office system to provide efficient, real-time distribution of your orders to Kelly branches.</p> <p>Key features of Kelly eOrder include:</p> <ul style="list-style-type: none"> • Secure Web site supported and maintained by Kelly • Customization to include information that you want to appear on your invoice • Use of State-specific job titles and job descriptions • Required skills and education levels submitted with each order • Toll-free product support • Self-paced customer training available online <p>Kelly eOrder provides your organization with a streamlined process for acquiring Kelly staffing services while reducing the administrative burden on the State hiring managers. Hiring managers can order with just a few clicks of the mouse using predefined templates for their most requested assignments. In the event there is a unique request, they can create a new order by easily populating the work location, job description, start/end date, and any supplemental billing requirements online. We can also create an order approval process in the order flow for a single level approval.</p>
9	Do you have an electronic system for scheduling? If yes, please describe.	Please see number 8 above for details on Kelly eOrder.

10	<p>What processes do you use to ensure seamless service by subcontractors to NYS?</p>	<p>Our goal for placement of any employee is to identify the right resource who is the best match for State assignments. For each order, we search our internal database for available employees with skill sets that meet your needs. This vast database includes all active candidates as well as those waiting for assignment across all skill categories, nearly 5M resources across the U.S. We first look to candidates with prior Kelly assignments in like roles or companies or, as we begin staffing for the State, candidates who have been successful in your environment in the past. This allows us to quickly validate both a skill and culture fit and reduce time to fill. We discuss assignment details with potential employees to obtain a commitment to the position, including the job description, required skills, environment, and success factors. We spend time up front with the employee to verify their understanding of the role prior to submitting them for consideration to the State—leading to greater client and candidate satisfaction. If we are unable to find a match in our extensive database, our recruiters use a variety of traditional and innovative recruiting methods to quickly reach into the candidate marketplace, including accessing the nearly 1M resumes already submitted by candidates through our external Kelly Career Network website.</p> <p>When our recruiters have identified the best fit candidate(s), we complete our hiring process and orientation process, updating the State on our progress. We will have regular interactions with the hiring manager to apprise them of the status of their orders and verify we can meet their expected arrival date. For professional or technical placements, we can coordinate interviews with the hiring managers prior to assignment if required.</p> <p>Quality Control Process</p> <p>Quality assurance is the core of our service delivery process. We proactively track the success of each employee's assignment and take steps as needed to ensure quality performance, including:</p> <ul style="list-style-type: none"> • Arrival Calls – Upon the State's request, recruiters will conduct an arrival call on the first day of each new assignment to confirm that our employee has arrived safely, on time, and meets your initial expectations • Interim Quality Control Calls – placed periodically during the course of an assignment to gather information about the employee's quality of work, quantity of work, punctuality, and attendance—ensuring performance to your expectations
	<p>Continuation of Question #10</p>	<ul style="list-style-type: none"> • Employee Management – if an employee does not meet your expectations, we will take steps to remedy the situation immediately—by counseling, replacing, or simply removing the employee from your assignment—and issue a credit in accordance with the Kelly Guarantee • Closing Quality Control Calls – conducted at the end of each assignment to review your level of satisfaction—both with the employee's performance and with Kelly in general. We will also ask whether you would utilize the temporary employee again if given another opportunity.
11	<p>How do you maintain and track unallowed and preferred candidate lists for your clients?</p>	<p>Kelly StaffNet (KSN) is our powerful, state-of-the-art front-office system that helps us ensure you receive excellent, accurate service delivery.</p> <p>KSN provides a number of key benefits:</p> <ul style="list-style-type: none"> • Consistent Quality – StaffNet consolidates the information from our branches nationwide into one centralized database, allowing us to ensure that regardless of location, your service is consistent with Kelly's highest standards. • Best Fit – With enhanced assignment searching capabilities, StaffNet makes it easier to anticipate your needs and provide you with the staff best suited to your order. State preferences regarding preferred and unallowed candidates are recorded in each candidate's record. • Compliance – StaffNet automatically incorporates your requirements into each order, ensuring compliance with your job specifications. • Improved Customer Service – StaffNet provides us with more effective data management, allowing Kelly to act on the feedback we receive from customers. A centralized database provides for quicker, more efficient response to your needs and ensures that the State will receive our highest level of service.

12	<p>What is your escalation and resolution policy (in case an issue or emergency arises)?</p>	<p>Although Kelly strives to deliver the highest quality of service at all times, we recognize that situations will occasionally arise that lead to a customer concern or issue. The prompt resolution of State concerns is key to maintaining your confidence in our service.</p> <p>Kelly branch personnel will acknowledge any concern the State has within the hour it is brought to our attention, either in person or via phone/email. We will work with the State immediately to define an acceptable time frame for resolution—including any checkpoints you prefer to track our progress. Issues may be related to a general service concern or to the performance of an individual temporary employee. Our Problem Resolution process flow differentiates between these issues as described below:</p> <p>Problem Resolution</p> <ol style="list-style-type: none"> 1. Receive communication from customer on issue or concern <ul style="list-style-type: none"> • Contact customer within the hour to clarify issue of concern 2. If concern is related to a Kelly temporary employee (see detailed Coaching & Counseling process below): <ul style="list-style-type: none"> • Discuss the concern with the Kelly employee • Formulate a potential remedy (involve support resources as necessary from leadership or HR) • Confirm potential remedy is satisfactory to customer; if not, refine approach or escalate to next level • Review and implement remedy with employee; track progress with customer • Follow up with customer to verify satisfaction 3. If complaint is related to general service: <ul style="list-style-type: none"> • Conduct an investigation to uncover root cause of concern • Identify a corrective action with timeline • Determine whether corrective action can be taken independently and immediately; if not, involve appropriate support resources to implement • Implement corrective action; track progress • Follow up with customer to assure satisfaction
13	<p>What is your process for providing a replacement if a Temp is rejected by the client? Please include details such as the time it takes to replace, and the training plan for the new Temp.</p>	<p>If the State's concern is related to the performance of a Kelly employee, we have a standard process for effectively working with our temporary employees when an assignment turns out to be less than successful. This process is detailed below:</p> <ol style="list-style-type: none"> 1. Kelly staff and our customer set expectations for the assignment 2. Our customer monitors the employee and provides feedback on performance 3. Identify if performance issues are skill-related <ol style="list-style-type: none"> 1. If skill-related: Determine if customer believes training is a viable option. If so, Kelly offers online training free of charge to our employees. Determine a timeframe for improvement, classes to be completed, and agree on a follow up date with the State to discuss the employee's improvement. 2. If employee issues are not skill-related (e.g., tardiness, or other issues): Determine if customer is open to Kelly coaching or counseling the employee. If so, determine a timeframe for improvement, and agree on a follow up date with the customer to discuss the employee's improvement. 4. Kelly follows a progressive counseling process to address employee performance issues in a positive manner with an emphasis on improvement (involving support resources as necessary from leadership or HR): <ul style="list-style-type: none"> • Verbal notification and counseling/coaching (with follow up date) • Written reminder • Decision-making leave • Removal from assignment 5. If outcome of training or counseling is positive, the employee will continue the assignment 6. If outcome is not positive: <ul style="list-style-type: none"> • The employee's assignment will be ended, and Kelly will conduct an exit interview with the Hiring Manager and the employee. Information from both interviews will be documented in the employee's record. • We will document whether the State would allow this employee to return in the future and under what parameters. The employee could be allowed to return only with pre-approval from the State. • We will work with the Hiring Manager to determine if they want a replacement employee for the remainder of the assignment or if the assignment has ended.

14	<p>Does your company have a formal, published quality assurance program (measuring retention, job matching, performance of Temps on the job, etc.)? If yes, please provide details of the program and attach program documentation. If no, describe in detail the process your company intends to employ to ensure that NYS receives the best service and candidates possible.</p>	<p>Yes. The Kelly Quality Management System (KQMS) is our global quality system—focusing on the processes, measures, and continuous improvement methodologies that will ensure service excellence and measurable value to the State. KQMS is based on ISO and Baldrige National Quality Award criteria and integrates quality methodologies including Lean and Six Sigma.</p> <p>The KQMS is in place at every Kelly operation worldwide. This truly global scope provides customers like the State with unmatched consistency of service to your performance objectives across your locations. KQMS provides all Kelly employees with the tools, strategies and training necessary to function as catalysts for change. From corporate headquarters to branch offices to client on-site programs, each Kelly employee participates in quality initiatives to maintain consistent quality standards and identify process improvements.</p> <p>Quality Assurance</p> <p>Kelly's Quality Planning, Quality Control and Quality Improvement processes (defined below) are the basis of KQMS and are integral to the way we do business. These processes drive how we identify, adhere to and maintain State-specific requirements throughout the Kelly organization.</p> <ul style="list-style-type: none"> • Quality Planning: A set of activities that establishes quality goals and designs the features and processes to meet them • Quality Control: A regulatory process through which we measure performance, compare that performance to acceptable standards and act on the difference • Quality Improvement: A systematic approach to identifying and removing the root cause of persistent performance problems <p>Kelly manages and controls these processes on a daily basis by tracking key measures and applying quality control procedures. We develop Standard Operating Procedures (SOPs), control plans, standardized training and supporting work instructions to set the foundation for our client programs. SOPs set the standard for consistency by all individuals and organizations that service the State program. Control plans outline key measures and identify decision-making criteria that define those points where action is required to maintain optimum service. To verify our adherence to these quality standards, we conduct assessments and internal quality audits annually throughout the global Kelly organization to monitor compliance, identify areas for improvement and share best practices.</p>
	<p>Continuation of Question #14</p>	<p>We use process measurement data, customer satisfaction information and comparative data as indicators for control and improvement cycles. Kelly will share this data with the State during regularly scheduled Business Reviews to assess our performance and identify areas for innovation or improvement. If there are areas to address, we use our proven Quality Improvement Process to systematically analyze symptoms, identify root cause(s) and implement permanent remedies and measure improvement.</p>
15	<p>Does your firm check websites such as Department of Health, Office of Professional Medical Conduct, etc. for licensure and/or accreditation information when hiring/providing candidates for Health Occupations? If yes, please provide the website address(es) you check. If no, please describe how you validate credentials for these professions.</p>	<p>All employees' licenses and certifications are checked against state and federal databases to ensure they are current and in good standing. Clinical professionals are required to maintain minimum basic life support (BLS/CPR) credentials, Joint Commission compliance requirements, medical credentials (PPD, Rubella/Rubella, Varicella), and pass background checks.</p> <p>The Joint Commission has awarded Kelly its Gold Seal of Approval for achieving certification in healthcare staffing services. The Joint Commission Health Care Staffing Services (HCSS) certification program is the gold standard for evaluating quality and safety in the health care staffing industry—providing comprehensive, independent verification of our longstanding commitment to a higher standard of staffing services. Our established patient incident reporting and complaint resolution processes meet Joint Commission standards and ensures excellent follow-up to all situations.</p>
16	<p>What is your current fill ratio?</p>	<p>Kelly's overall fill rate for 2016 was 98%.</p>
17	<p>What is your current turnover rate for your temporary workers?</p>	<p>4.9%</p>

18	What type of programs do you have to limit absenteeism and turnover?	<p>To retain our top employees—we respect them as individuals, provide career guidance, build a sense of community, and offer competitive employee perks that meet or exceed those offered by our competitors. Some of our employee programs are listed below:</p> <ul style="list-style-type: none"> • Service bonus plan and holiday pay • ACA-Compliant Health Care Plan • Health, prescription, vision, dental, life, and short-term disability insurances available for purchase • Weekly payroll with electronic payment options • Access to free training and development opportunities • An exclusive online employee community • The Kelly Relief Fund (short-term financial assistance to Kelly employees severely impacted by disasters such as floods, hurricanes, tornados, earthquakes, and fire) • Kudos! Employee Recognition Program • KellyCares Program (recognition of employee birthdays and anniversaries and greeting cards to acknowledge special days, as recognition of a job well done, or just to say thanks) • Also: Employee discounts, Family and Medical Leave Act (FMLA), toll-free office automation hotline, pre-tax parking & transit benefit, Employee Assistance Program, and Access2wellness discount prescription program, among others.
19	What is your current absenteeism rate for your temporary staff?	<p>Kelly typically has a 2%-4% absenteeism on any current day.</p> <p>We coach all Kelly employees on the importance of good attendance during assignment orientation; however it is a reality that workers will sometimes call off an assignment for sickness or other personal reasons. We develop specific attendance policies to clearly communicate expectations and consequences related to attendance. The attendance procedures are included in the employee handbook and reviewed with all employees before the first day of their assignment. We base our attendance policies on a points system that drives progressive discipline that can include a verbal warning, a written warning, or removal from assignment.</p> <p>We offer a sample attendance policy below:</p> <p>Your attendance is extremely important to the success of Kelly at the State of New York. We expect employees to strive for perfect attendance and to arrive for work on time. We recognize that, on occasion, you may not be able to come to work or need additional time before you arrive. Sickness and other emergencies cannot always be anticipated and may require you to miss all or part of your work day.</p> <p>If you cannot report to work as scheduled, you must notify your Kelly Supervisor. If your need for time off is foreseeable, you must provide as much notice as possible. If your need for time off is not foreseeable, you must provide as much notice as practicable, but in no event less than one (1) hour prior to your normally scheduled starting time. Of course, if you cannot contact your Kelly Supervisor yourself, you must have someone do it for you. When you contact your Kelly Supervisor you must let them know how long you will be out and when you expect to return or, as the case may be, arrive for work.</p> <p>You must submit documentation for absences due to illness of 3 days or more. Generally, you must provide a document from your doctor or other recognized health care provider that would justify your absence.</p> <p>A user point system of 12 points will be used for all excused and unexcused absences.</p> <ul style="list-style-type: none"> • Each absence = 1 point • Each late in (tardy) or leaving early = 1/2 point • Each absence-free quarter eliminates all points • Each employee starts fresh, with no points, each year.

	<p>Continuation of Question #19</p>	<p>Disciplinary Action:</p> <ul style="list-style-type: none"> · 10 points = written warning · 11 points = written warning · 12 points = termination <p>Upon hiring of your 1st position at the State of New York you will receive one point for each month left in the year. For example, if you are hired in July you will only have 6 points for the year, or if you are hired in November you will only have 2 points. Points are accumulative throughout the year (January-December). All employees' that leave the assignment to return later in the year will carry their points over from that current year.</p> <p>Excessive absences or lateness (including a pattern of absences or lateness) may also lead to disciplinary action, up to and including termination.</p> <p>If you are absent from work for one (1) day without notice, Kelly Services will consider that you have resigned your position and you will be terminated as not eligible to return. Absent without notification terminates your employment with Kelly Services for all other positions.</p> <p>Inclement weather: The facility must continue to operate during periods of bad weather. Thus, the need for employees to be on the job during inclement weather is of paramount importance. You are expected to make every effort to report for work. If you do not report for work when scheduled during inclement weather, you will be considered absent. Inclement weather is considered rain, snow, ice, etc. A true weather emergency such as hurricanes, tornadoes, or closing of roads will not be counted toward your points.</p> <p>Bereavement: 5 Days Bereavement will be allowed for the death of an immediate family member without points being accumulated. For purposes of this policy, immediate family includes spouse, child, stepchild, grandchild, parent, grandparent, brother, sister, in-laws.</p>
<p>20</p>	<p>What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?</p>	<p>Kelly continually conducts research to better understand what drives employment decisions, what engages employees, and what causes turnover at the facilities we staff. Annually, Kelly conducts research through our Kelly Global Workforce Index to capture these key insights and more.</p> <p>We understand that building an engaged workforce is critical to driving strong productivity and minimizing turnover for both full time and contingent employees. Kelly is committed to working with our clients to build a strong engagement and retention program that compliments your business goals.</p> <p>We offer an array of tools, resources, and benefits most desirable to our manufacturing and logistics employees.</p> <p>We work with our employees to identify the right assignment that meets their needs and ensure the best fit for our clients.</p> <p>Retaining Top Employees</p> <p>Kelly utilizes a comprehensive employee engagement tools and strategies to build strong tenure and drive productivity at our client's production facilities. To engage and retain top employees, we get to know them as individuals, provide career guidance and training, build a sense of community, partner with our clients to empower and enable productivity, and ensure that we implement effective recognition programs.</p> <p>Below are a few of the tools and strategies used to proactively promote engagement and minimize turnover:</p> <p>Clarity of Responsibilities and Expectations - We use several tools to clearly understand the work our employees will perform, the criteria against which they will be measured, and the goals they are working toward—from Needs Analyses, to Order Taking Guides, to onsite visits and work reviews. This allows us to have frank conversations with candidates, verify their understanding of the role, and gain their commitment prior to assignment—leading to greater client and candidate satisfaction.</p> <p>Voice of the Employee - Listening to the voice of our employees lets us know what drives their employment needs and incents them to succeed. Kelly Employee Net Promoter Surveys give us important feedback regarding employees' experiences related to on-boarding, job placement, and overall service. We can also implement client-specific engagement surveys to provide specific insight into the employees' work experience at the State. We use the survey data to proactively plan follow-up communications and develop action plans to improve the employee experience and promote engagement.</p>

<p>Continuation of Question #20</p>	<p>Continual Communication - To drive productivity, build tenure and create engagement, communication is essential. Employees want to know how their work fits into the goals of our client's business. They also want to keep abreast of what's new and stay connected to their peers. Kelly drives communication to our temporary employees through several communication vehicles:</p> <ul style="list-style-type: none"> • MyKelly.com – We designed this website exclusively for our temporary employees, providing them with links to the latest news about Kelly and the staffing industry; easy access to our online rewards and recognition system; and entry into the Kelly Learning Center and the Kelly Career Network job database. The site also includes employee discounts, career planning tools, and information about benefits, service bonus, and holiday pay policies. • Kelly Broadcast Network (KBN) – KBN is a communications technology that enables our branch staff to easily send customized phone, SMS text, and e-mail messages to multiple candidates or temporary employees simultaneously. This automated system is an efficient way to contact our increasingly mobile workforce with quick turnaround—providing a competitive advantage to the State. • Custom Communication Initiatives: Kelly also may implement communication boards, newsletters, and host regular employee meetings to drive critical information relevant to your facility and goals. <p>On-the-Job Safety – On the job safety is important for our employees and our clients. We know that a safe work environment leads to stronger employee engagement and higher productivity. Kelly will partner with your safety management team to ensure that we understand your work and work environment to adequately prepare our employees for their jobs.</p> <p>An example of our safety commitment may best be reflected through our long-term Master Vendor relationship with a large Fortune 50 chemical company. Kelly has helped our client reduce their OSHA incidence rate by 60 percent over a seven-year period. The client has recognized Kelly with 27 awards since 1996, including the EH&S Safety Excellence Award, the Contractor Safety Recognition Award, and an award for achieving one year without a recordable injury.</p> <p>Recognition – Employees want to work for a company that cares about them and acknowledges their achievements. Our employee recognition programs include:</p> <ul style="list-style-type: none"> • Kudos! – This highly customizable recognition program rewards employees with personalized commendations and gift certificates to extensive catalogs of merchandise and services based on achievement of established goals.
<p>Continuation of Question #20</p>	<ul style="list-style-type: none"> • Kelly Cares Cards – Our teams recognize employee's birthdays, anniversaries, and key assignment milestones—or just to acknowledge a job well done. • Customized Recognition Programs – We can work with you to develop specific incentive programs to optimize retention for the State production sites. For example, we can partner with the State to offer productivity, safety, and attendance incentives and Top Achievers programs. <p>Ongoing Education – Feedback from our employees consistently shows that training and skill enhancement are important issues over the course of their career life cycles. The Kelly Learning Center is our virtual campus that provides a vast array of online courses and ebooks to help employees advance their skills or stay abreast of the latest knowledge in their field.</p> <p>Pay and Compensation Analysis – Because pay rates are critical to employee retention, we conduct pay rate analyses to verify that pay rates are appropriate and competitive for the skill sets in your market. This analysis helps both Kelly and the State identify pay rate strategies that can engage and retain the top talent you need to run your business.</p> <p>Fair and Equal Treatment – It is important that your contingent workforce feel part of your work environment. We will work with the State to integrate the Kelly team into your workforce by working with your local managers to clearly define the roles and gain an understanding of the culture and expectations.</p> <p>Our primary objective is always to promote engagement and prevent turnover—but where it does occur, we endeavor to understand why by assessing system data and feedback from both end users as well as employees.</p> <p>Once we identify the root causes for a specific location or job category, we work with our client to identify and implement appropriate action plans to address the root cause and mitigate turnover. We track the success of these action plans over time and adjust as necessary based on the results.</p>

21	<p>Do you subcontract any of your work to support excessive workloads, either via independent contractors or through other firms? Please describe your policies, your company's process and criteria for selection of subcontractors/suppliers (if applicable).</p>	<p>In determining which staffing service suppliers will be used as subcontractors, we will consider the State's location, the type of services subcontracted, your existing staffing services suppliers, and Kelly's relationship with both existing and other suppliers. Kelly uses an eight-step Secondary Supplier Management Process to ensure that subcontractors can meet all of your appropriate contractual and service requirements, as detailed below:</p> <p>Identify Secondary Suppliers Potential subcontractors will include your current suppliers, any MWDBE diverse suppliers, and local community suppliers identified by the State or Kelly.</p> <p>Qualifying Secondary Suppliers All secondary suppliers will be evaluated for their ability and willingness to meet the terms and conditions of the Kelly/State agreement, including insurance and indemnification requirements. Applications will be distributed to all secondary suppliers identified, and reviewed for compliance with State requirements.</p> <p>Selecting Secondary Suppliers As Master Vendor, Kelly will select secondary suppliers based on criteria jointly developed with the State. Secondary suppliers, including all current suppliers, will have the opportunity to accept or decline business based on predefined terms and conditions that have been agreed to by Kelly and the State. Secondary suppliers will be selected and monitored on the basis of their ability to meet these criteria.</p> <p>Selection Criteria Kelly expects our secondary suppliers to meet the same high standards of performance that we set for ourselves. Accordingly, when establishing new secondary supplier relationships, we seek suppliers whose past performance demonstrates:</p> <ul style="list-style-type: none"> • Compliance with local, state, and federal laws • Ethical business practices • Fair and equitable treatment of employees • Commitment to customer service
	<p>Continuation of Question #21</p>	<p>Specific selection criteria which support these attributes include:</p> <ul style="list-style-type: none"> • Branch offices in proximity to State locations • Appropriate skills and services to support the State's needs • For minority suppliers, certification by NMSDC or affiliated regional councils • Defined levels of insurance coverage in areas such as: workers' compensation, comprehensive liability, automobile liability, employee dishonesty and professional malpractice • Historic financial stability • Formalized quality control programs • Service guarantees • Validated testing and training programs • Right to audit • Policies, practices, and procedures regarding background checks, drug testing, and reference checking • Information management capabilities <p>Final selection will be based on a secondary supplier's willingness to comply with the terms and conditions, including pricing, of our master contract with the State.</p>
22	<p>What are your recruitment policies?</p>	<p>Please refer to our response to question number 1 above for an overview of our recruiting process.</p>

<p>23</p>	<p>Describe your implementation plan for initiating this program at NYS if awarded a contract. Include your company's plan for taking on a large volume of requests during the first phase of the contract. Such a plan may include transferring candidates from other contractors to your company's internal resource pool, partnering with additional subcontractors to meet NYS's needs and implementing the program.</p>	<p>Kelly enters the partnership with a detailed implementation process, which proactively addresses the issues and concerns of the populations affected by this relationship: our customer, the incumbent vendors, and the trainees. We have identified five key steps in the implementation of an on-site relationship vital to a smooth transition and successful partnership:</p> <p>Planning</p> <ul style="list-style-type: none"> • Customer Quality Planning Process / Needs Analysis • Select On-site Representative • Identify On-site Space Availability and Equipment Set-Up • Discuss Invoicing and Financial Reporting Requirements • Identify Current Usage and Suppliers • Develop Statement of Work • Set Mutually Agreed-upon Dates for Implementation Process <p>Communication</p> <ul style="list-style-type: none"> • Written Communication of Program to the State's Organization • Written Communication of Program to Suppliers • State Kick-Off Meeting(s) <p>Needs Analysis</p> <ul style="list-style-type: none"> • Conduct HR/Purchasing Needs Interview • Conduct State End User Needs Interview • Document Department Profiles and Company Profile • Confirm Quality Program Attributes <p>Program Deliverables</p> <ul style="list-style-type: none"> • Refine the State's Recruiting Plan • Develop Employee Orientation Materials • Develop End User Guide • Design Requisition • Confirmation of Testing and Training Requirements
	<p>Continuation of Question #23</p>	<p>Transition</p> <ul style="list-style-type: none"> • Secondary Supplier Meetings • Trainee Group Meetings • Trainee Individual Meetings <p>State Roles and Responsibilities for Implementation</p> <p>A Program Sponsor from the State will need to be identified to support the implementation process. This individual is most often from the Human Resources group that leads the site. Human Resource Managers, Recruitment Managers, or Human Resource Generalists are the titles we typically engage as our site sponsor. This individual will focus on the site's staffing program. The typical roles and responsibilities of the Program Sponsors are detailed below:</p> <ul style="list-style-type: none"> • Provide site sponsorship of relationship, drive the program and interact with the National Program • Sponsors for issue escalation • Engage stakeholders and subject matter experts throughout the life of the program • Share, validate, and reconfirm site business objectives and provide direction Kelly for program improvement • Engage as the issue escalation point to jointly resolve issues with Kelly • Advise Kelly of any changes impacting site service delivery • Participate in site Quarterly Business Reviews, providing direction for short-term and long-term program goals and objectives • Lead site program compliance, invoicing, and approve changes to the Site Service Plan