

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

General Questions

Bidder Name: Penda Aiken, Inc.

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	Penda Aiken, Inc.
2	Address	330 Livingston Street, 2nd Floor
3	City	Brooklyn
4	State	New York
5	County	Kings
6	Zip Code	11217
7	Bidder Contact Name	Penda Aiken
8	Bidder Contact Telephone Number	718-643-4880
9	Bidder Contact E-mail	paiken@pendaiken.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):	New York
11	Does Bidder have the required NYS 10 digit vendor ID number?	Yes
12	If yes, please provide	1000000641
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?	
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.	Yes
18	If Bidder offers an additional discount for purchases made with the NYS Purchasing Card, enter it here (%):	
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):	
21	Person to contact for questions relating to this Bid submission:	
	Name:	Penda Aiken
	Title:	President
	Telephone Number:	718-643-4880
	Toll Free Telephone Number:	855-633-9291
	E-Mail Address:	paiken@pendaiken.com
22	Person to contact for Contract Administration issues:	
	Name:	Gerry Evans
	Title:	Client Services
	Telephone Number:	718-643-4880
	Toll Free Telephone Number:	718-643-9573
	E-Mail Address:	geavans@pendaiken.com
23	Customer Service contact for New York State Contract Orders during normal business hours:	
	List normal business hours (Specify M-F, Sat, Sun):	8:00 am - 6:00 pm
	Name:	Nancy Ramos
	Title:	Staffing Director

	Telephone Number:	718-643-4880
	Toll Free Telephone Number:	718-643-9573
	E-Mail Address:	nramos@pendaiken.com
24	Person to contact in the event of an emergency occurring after normal business hours or on weekend/holidays:	
	Name:	Penda Aiken
	Title:	President
	Telephone Number:	718-643-4880
	Toll Free Telephone Number:	855-633-9291
	E-Mail Address:	paiken@pendaiken.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	Yes
26	If yes, please indicate if the company is certified as Minority-Owned (MBE), Women-Owned (WBE), or Minority- and Women-Owned (MWBE).	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?	Yes
28	Total number of people employed by your business:	13
29	Total number of people employed by your business in New York State:	450

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

Penda Aiken, Inc.

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>PAI consistently utilizes technology across various platforms, technical and software applications, and web-based systems to support and service client temporary staffing needs and requirements. Whenever commencing a job search PAI recruiters generate a strategic staffing plan (the plan) to determine what resources are required to enable our recruiters to successfully recruit, screen and hire the best talent for our clients. Guided by the plan, requisition and/or job description, the Penda Aiken, Inc. (PAI) selection, screening and hiring processes for temporary workers is as follows:</p> <p>Selection: The PAI recruiters search the PAI data base of over 15,000 pre-screened and tested candidates. Our data base is also utilized to access referrals for PAI open jobs. When we need to broaden our search, we access job boards such as CareerBuilder and LinkedIn, as well contact our network of community-based non-profit and workforce development organizations. These, and other, resources collectively comprise the PAI network team available to help PAI select candidates.</p> <p>Screening: The PAI recruiters conduct a three-step screening process: pre-screening, testing and the interview. Once candidate are identified, the PAI recruiters conduct a preliminary outreach through email or Skype to screen candidates for job eligibility and availability. Candidates take the PAI online tests to verify skill level before being invited to PAI office for the face-to-face interview with a PAI recruiter. Three candidate business references are contacted to verify past experience.</p> <p>Hiring: Resumes of the top three (3) candidates are submitted to the hiring manager for an interview and final selection. PAI recruiters confirm candidate job acceptance, start date and prepares the offer letter. Prior to the start date, PAI Customer Care Administrator (CCA) conducts the new hire orientation. Post-hire the CCA performs account management tasks such as checking in monthly with the temporary employee and hiring manager in order to maintain employee retention and assure customer satisfaction.</p>
2	What are your testing, training and orientation programs for temporary workers?	<p>PAI testing, training and orientation programs are planned so that the temporary workers are skilled enough to successfully perform the tasks as outlined in the job descriptions and the client scope of work. Testing: The PAI online tests are administered to the candidates based upon the skill requirements outlined in the job descriptions. PAI uses a combination of customized and ProveIt! online testing software. To be considered for employment, candidates must score 80 and higher.</p> <p>Training: For the past 27 years PAI has conducted professional development workshops and online software tutorials to enable our temporary workers to improve their skill sets and professional growth. This is especially true for PAI temporary workers on long term assignments. The professional development workshops are conducted at the client worksite on an as needed basis. Some PAI workshops include such topics as: sexual harassment, team building, time management, and problem solving. Orientation program: Prior to the start of the assignment, the PAI CCA onboards the new hire. At the employee orientation, the assignment work standards are established when the new hire completes the onboarding paperwork and receives the PAI temporary employee handbook. In addition, the CCA reviews with them the job description, the PAI and client policies and procedures, as well as the client culture, the hiring manager and departmental requirements.</p>

3	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.)?	During the selection and screening processes before resume are submitted to the hiring manager for consideration, Penda Aiken, Inc. recruiters perform the business and personal reference screening. The background check is conducted after the client hiring manager has requested PAI to extend a job offer to the candidate. We outsource to a third-party background security company to conduct background checks. The nature of the checks and the types of records searched are criminal (nationwide and by county) and educational (high school, higher learning or professional license verification).
4	Do you agree to perform the background checks as identified in the Solicitation as requested?	Yes, Penda Aiken, Inc. agrees to perform the background checks as identified in the Solicitation as requested.
5	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?	All performance data is stored in the PAI employee and client personnel staffing database. The PAI CCA communicates with the temporary workers via phone and email. Especially for the newly hired employees, performance is tracked on a bi-weekly basis during their first month of employment. For employees on longer term assignments, the PAI CCA conducts performance evaluations/surveys at the third month interval and thereafter annually on the employee's anniversary. At the end of the assignment the employee is debriefed in an exit interview. Exemplary performance is rewarded through employee acknowledgement and, when possible, pay increases. Testimonials are posted on PAI blog, website and/or newsletter. In addition, worksites with twenty-five or more temporary workers, an annual recognition luncheon is held at the client worksite. PAI recognition luncheon rewards have included: gift cards for exemplary performance and attendance. Conversely, employee infractions and disciplinary actions are meted expeditiously. Disciplinary actions range from mediation to termination. The PAI HR Director and CCA address excessive absenteeism and lateness; timesheet misrepresentation; sexual harassment; confidentiality and social media breach; poor job performance and interpersonal conflicts. Whatever the action, they communicate with both the client HR and/or hiring manager and temporary worker to assure all matters are responded to within 24-hours of notification through resolution.
6	Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.	Yes, Penda Aiken, Inc. has programs in place for quality assurance, customer satisfaction and performance measurement. The HR Director and Customer Care Administrator monitors the PAI finance and legal team in following PAI quality assurance and strategic sourcing plans. The programs measure PAI staffing service delivery regarding timeliness of resumes submitted and time-to-fill; number of hires and temporary personnel retention; and prompt mitigation of payroll and compliance issues. The PAI Staffing Operations Director supervises the recruiters and interacts with the client HR reps and hiring managers concerning staffing issues. The PAI CCA and recruiters monitor temporary worker quality of work through monthly check-in phone calls and/or emails and periodic site visits. The CCA conducts a performance evaluation, gathering hiring manager and employee input after the first three months of the temporary employee hire and thereafter on an annual basis. Corrective action is implemented as needed to improve on employee performance. All front and back office staff attend monthly PAI staff meetings to discuss client activity and problem solve. PAI sponsored skills training as well as monthly professional development meetings are also conducted to ensure PAI clients and resources receive quality customer service.
7	What process do you follow to ensure the proposed resumes meet your client's request?	To ensure the proposed resumes submitted meets client requests, PAI recruiters generate a staffing strategic plan to lay out the qualifications, skill requirements and recruitment approach for every requisition received from the client. PAI recruiters forward to the HR rep and/or hiring manager a work order confirmation, verifying their understanding of the client request. If further clarification is needed, before beginning the candidate search the PAI recruiter communicates with the client HR. Only then are resumes submitted to the client along with employee profile summaries.

8	How do you schedule engagements?	PAI schedules engagements three ways: 1) the client may email their staffing request directly to the PAI Staffing Operations Director; 2) they may phone in the request and 3) they may email the request through the PAI eOffice online engagement software. When the client is ready to extend a job offer, the PAI recruiter contacts the candidate and confirms their availability. If accepted, the CCR initiates the background check. If the check is successful, the PAI HR department emails the candidate the offer letter and start date. The CCA maintains the Eoffice online engagement software that allows the client/candidate to accept or decline the engagement. The new hire may also access all onboarding documentation through the PAI Eoffice online engagement software. Whatever the means of communication between CCA, the client and resource, all scheduling is confirmed.
9	Do you have an electronic system for scheduling? If yes, please describe.	Yes, PAI has an electronic system for scheduling. In addition to the online appointment calendar, clients and candidates may confirm scheduling through PAI eOffice website portal.
10	What processes do you use to ensure seamless service by subcontractors to NYS?	PAI uses various processes to ensure seamless service delivery by subcontractors to NYS. Specific to the OGS staffing contract, we outreach to NYS Empire State Development (ESD) M/WBE certified businesses. Approved staffing firms are vetted to assure their ability to comply with the contract award statement of work guidelines, terms and conditions. Periodic meetings are held with the subcontractors to review performance and contract compliance. Additional meetings are scheduled whenever the need arises to update information. Sub-consultant data collection includes: applicant registration, assignment history, usage reports, opened invoices, payment history, etc.
11	How do you maintain and track unallowed and preferred candidate lists for your clients?	PAI maintains and tracks unallowed and preferred candidate lists for our clients through usage of an Applicant Tracking System (ATS) and Customer Relationship Management (CRM) software. The data collected enables PAI to manage the following business processes: customer data analysis and customer intervention. PAI staffing solutions database software is SmartSearch and TKO. In addition, we subscribe to numerous job boards, and track and monitor the successful outcomes of referrals. Data entered into the PAI server, ATS and CRM include: job posting and recruitment and selection of resumes, candidate and client data; department name, assigned resource name, and outcome of resource performance evaluation rating. All PAI database software track data and generate reports per department on candidate suitability.
12	What is your escalation and resolution policy (in case an issue or emergency arises)?	<p>PAI has an escalation and resolution policy that enables management to route problems by category to resolution depending on their source. Each category and resolution has an associated escalation policy, indicating how alerts should be routed to the staffing, HR, customer care, operations or finance teams. Each event-driven situation has language that allows for the execution of combinations of operations in response to specific received issues or events. Rules are relatively simple to create and modify.</p> <p>The PAI Operations and HR Directors monitor three types of escalation policy/rules as follows:</p> <p>Plain rules: Plain rules are evaluated against all incoming issues/events or are evaluated in response to a redo request.</p> <p>Change rules: Change rules are triggered in response to change requests for a previously received issue/event. Timer rules: Timer rules enable a delayed analysis of issues/events to determine if the status of the issue/event has evolved and then perform actions accordingly. Timer rules are triggered when a previously specified timer on an issue/event expires.</p> <p>Below are examples of some anticipated challenges/problems and our innovative solutions:</p> <p>CATEGORY: Sourcing ESCALATION: 1. Inadequate supply of candidates in database Preferred resource tracking RESOLUTION: Outsource to teaming partners</p> <p>CATEGORY: Recruitment ESCALATION 1. Client rejects submitted resumes. RESOLUTION: Clarify job descriptions with HR to ensure understanding of job requirements ESCALATION 2. Falsification of resume credentials. RESOLUTION: Perform comprehensive background and reference checks (e.g., education/criminal/employment verifications)</p> <p>CATEGORY: Placement ESCALATION 1. Unsuitable candidate match RESOLUTION (s): Reassignment to another department, if a qualified temp; Assess whether additional training is required; Termination/Provide replacement ESCALATION 2. Candidate seeks/secures alternative employment RESOLUTION(s): Determine reason for leaving assignment; Offer more incentives, if applicable; Conduct exit interview; Termination/Provide replacement ESCALATION 3. Candidate fails probationary period RESOLUTION(s): Extend probation period, if approved by hiring manager; Implement developmental plan to resolve issues; Provide replacement</p>

	Continuation of Questions #12	<p>CATEGORY: Post-Placement Follow up ESCALATION 1. Excessive lateness/absenteeism RESOLUTION(s): Issue verbal and written warning(s) and monitor; Termination/Provide replacement ESCALATION 2. Insubordination (disrespect, abusive language, rudeness, willful disregard of management, etc.) RESOLUTION(s): Investigate incident, discuss with HR and supervisor; Issue warning letter, if occurrence warrants, and monitor; Issue warning letter, if occurrence warrants, and monitor; Extend probation period, if the occurrence warrants; Termination/Provide replacement ESCALATION 3. EEO Policy Violation RESOLUTION(s): Discuss issues with HR and supervisor; Document occurrences; If drug related, refer to drug rehabilitation clinics; If sexual harassment/issue verbal and written warning; Termination/Provide replacement ESCALATION 4. Turnover RESOLUTION(s): Make proper match; Offer competitive pay and benefits: health, paid vacation and/or holidays, performance incentives, annual recognition luncheon, employee of the month; Incentivize talent CATEGORY: Payroll/ Billing ESCALATION 1. Fictitious timesheet hours RESOLUTION(s): Verify hours thru various time entry modes; Signature verification ESCALATION 2. Missed time sheet/ pay period RESOLUTION(s): Electronic time and attendance (T&A); Generate non-submitted timesheet reports; Manual check cycle; Review with employee the timesheet submission procedures ESCALATION 3. Billing discrepancy RESOLUTION(s): Direct link from time entry; Investigate and resolve discrepancy; Invoice reprinting; Issue monthly billing statements for timely client review ESCALATION 4. Cash flow RESOLUTION(s): Ensure adequate financing; Back-up financial support from teaming partners CATEGORY: Emergency 1. Inclement weather or disaster ESCALATION: Emergency report posted on PAI website RESOLUTION(s): Establish Client and/or PAI call-in numbers and contacts CATEGORY: Emergency 2. On the job injury ESCALATION: Generate accident report/WC claim form RESOLUTION(s): Arrange nearby hospital visit</p>
13	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>The PAI process for providing a replacement if a temporary employee is rejected by the client is to establish a system with a timeframe that is immediate so as to eliminate interruption to the client. The process is outlined below as follows:</p> <ul style="list-style-type: none"> • Immediately conduct a debrief with the client (and terminated employee) • Immediately review with client and terminated employee the job description for clarification of job duties and department culture • Start sourcing for replacement during debriefing period • Supply resumes to client within 24-48 hours • Conduct orientation with new temporary employee prior to hire date • Coordinate with supervisor any training plan required for new temporary employee • Arrange for a PAI temporary worker, if in same department, to assist with training new employee

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, Penda Aiken, Inc. has a formal, published quality assurance program. We have attached the Program, as requested.</p> <p>In brief, upon contract award, PAI will meet with OGS HR Officer to sign off on the systematic methods to be used to monitor performance and to identify the required documentation and the resources to be employed. The plan will provide a means for evaluating whether the PAI recruiters are meeting the performance standards/quality levels identified in the RFP Scope of Services and PAI's quality control plan (QCP) to assure that PAI recruiters' performance objectives are being met, and to ensure that OGS receives at the very least the expected level of services.</p> <p>PAI key personnel will set forth the recruitment strategic sourcing plan and procedures for monitoring the quality, timeliness, responsiveness, customer satisfaction, and other performance requirements in the OGS Scope of Services. Specific to the needs of OGS, PAI will develop and implement a performance management system with processes to assess and report its performance to the designated OGS HR representative. During the ramp up meeting PAI and OGS HR Officer will review the PAI Plan for self-inspecting the quality, timeliness, responsiveness, customer satisfaction, and other performance requirements in the Scope of Services. This process will enable OGS to have input in PAI's quality control program.</p> <p>During scheduled meetings, OGS representative(s) will monitor PAI performance and review performance reports furnished by PAI to determine how we are performing against communicated performance objectives. We also recommend that during these scheduled meetings, PAI HR personnel and OGS make determination regarding incentives based on performance measurement metric data and notify PAI of those decisions. PAI will be responsible for making required changes in processes and practices to ensure performance is managed effectively.</p>
	Continuation of Questions #14	<p>Methodologies to Monitor Performance</p> <p>Surveillance Techniques:</p> <ol style="list-style-type: none"> 1. Random monitoring of contractor placement performance: Performed by PAI Customer Care Administrator (CCA) and OGS Rep. 2. 100% inspection monthly: Performed by PAI CCR and OGS Rep. 3. Periodic Inspection: PAI CCR and OGS Rep performs the periodic inspection monthly. <p>Customer Feedback: PAI CCR distributes to OGS Reps customer surveys and employee performance evaluations for review and comment</p> <p>PAI performance management is driven by establishing and maintaining professional communication between its employees and its customers. For the PAI Customer Care unit customer satisfaction is the most significant external indicator of the success and effectiveness of all services provided and is measured through customer satisfaction surveys versus number of complaints. The PAI Customer Care unit will distribute survey forms to OGS Reps in order to receive detailed feedback and this information will be forwarded to the POC or Customer Care unit for immediate investigation. Customer feedback may also be obtained either from the results of PAI formal customer satisfaction surveys or from random customer comments.</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>PAI utilizes competency tests generated by the National League of Nursing (NLN) for general and specialty area screening and testing of employees. PAI nurses must pass these tests with a score that is acceptable to OGS and PAI before temporary personnel are placed on the job.</p> <p>To ensure quality employees, PAI checks the occupation and professional administration board of the appropriate jurisdiction for licensure. PAI requires nurse's educational level to be proven with certificate of completion. Specialty areas must be proven with certificate of completion of continuing education.</p> <p>Additionally, the school of completion must be an NLN approved school in good standing. PAI verifies through the occupational and professional licensing administration of the appropriate state the validity in good standing of licenses. Also, we will check the Health and Human Services – Office of Inspector General (HHS/OIG), List of Excluded Individuals/Entities on the OIG website (www.hhs.gov/oig) for each person providing services under this contract. PAI certifies that it will research every employee with the OIG list and that it will not forward as an employee any person listed thereon.</p>
16	What is your current fill ratio?	<p>PAI current fill ratio is 95% of all open orders. We average 125 temporary employees working per week and average 15,500 billable hours per month.</p>

17	What is your current turnover rate for your temporary workers?	The current turnover rate for PAI temporary workers is 3-5%. Most terminations are due to client temp-to-hires and temporary personnel finding permanent employment elsewhere. Less than 1% is due to excessive absenteeism and lateness or poor work performance.
18	What type of programs do you have to limit absenteeism and turnover?	<p>PAI has a Customer Care program to limit absenteeism and turnover. Starting with the recruitment process, PAI recruiters vet candidates and conduct reference checks to determine qualified candidates past work performance and reason for termination. During the new hire orientation PAI Customer Care Administrator and team reiterate PAI employment and performance policies. These two measures are in place to verify that the temporary worker is committed upon hire to report to work as scheduled. Personnel whose responsibilities require they be away from their normal work site at any time must leave a record of their whereabouts with PAI and their worksite supervisor(s) or HR contact.</p> <p>Unplanned Absences An employee unable to report to work because of illness or urgent personal business must notify the immediate supervisor and Penda Aiken, Inc. payroll administrator no later than an hour before the regular shift start time. Persistent absenteeism may result in termination.</p> <p>Planned Absences Planned absences must be reported as well in advance as possible to the PAI representative and worksite supervisor. The employee must have the worksite supervisor sign the PAI Absence Request Form in advance of the planned absence. We ask the employee to forward the PAI Absence Request Form immediately to the PAI payroll administrator.</p> <p>PAI CCA and team follow up immediately with client hiring manager and the temporary worker to mitigate any infractions.</p>
19	What is your current absenteeism rate for your temporary staff?	PAI current absenteeism rate for our temporary staff is less than 2%. PAI has a leave policy in place with a majority of our clients whereby our temporary personnel are able to take on average 80 hours of leave per year in order to maintain a work-life balance. In many instances the leave is with pay.
20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	<p>PAI staffing, recruitment, quality assurance, performance management and customer care policies/processes is driven by establishing and maintaining professional communication and consistent relationship development between its employees and customers. For PAI customer satisfaction is the most significant external indicator of the success and effectiveness of all services provided and is measured through customer feedback. This is the foundation for maintaining high fill rates and to mitigate high turnover rates.</p> <p>PAI has sustained growth to employee a contingent staff of over 500 temporary employees annually to worksites throughout NYS. Besides quality customer service delivery, PAI's focus is on employee performance and retention and improving on employee wellness and wellbeing through offering professional development workshops, team building activities, and staff recognition luncheons.</p>
21	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).	Yes, PAI only hires W-2 employees and utilizes M/WBE, veteran-owned and LGBT firms to support excessive workloads and hard to fill job orders. We have a diversity and inclusiveness procurement strategy to identify, develop and utilize certified NYS certified businesses that can enhance our competitive advantage and provide innovative and cost-effective temporary staffing services for PAI and our clients. To date we have subcontracted with three premier staffing industry firms. PAI enters staffing agreements that mirror both the PAI and client agreed upon contract policies, processes and criteria. Only subcontractors/suppliers able to meet the criterion are hired.

22	What are your recruitment policies?	<p>PAI recruitment policy is summarized as follows:</p> <ul style="list-style-type: none"> • Clarify job description with hiring manager and submit candidate profiles to ensure understanding of job requirements • Conduct specialty candidate tracking • Build database of industry and community-based partners • Maintain a pool of candidates sufficient to quickly meet client needs • Perform reference checks (e.g., education/criminal/ employment verifications) prior to submission of resumes • Replace within 48-72 hours any employee not performing to client standards • Continually cull PAI network and career databases to source for top talent
23	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>PAI implementation plan for initiating this program at NYS if awarded a contract begins immediately upon contract signing. Two PAI representatives will be assigned to client and responsible for all inquiries or requests. To ensure contract compliance and quality of service delivery, these representatives will manage the account based on the following three phases:</p> <p>Preparatory Phase – Assessment</p> <ul style="list-style-type: none"> • PAI management meet with NYS representative(s) to develop communication methods • PAI management review and document scope of work and contractual obligations • Review all contract requirements with the PAI staff and teaming partners or OGS assigned subcontractors <p>Start Up Phase – Ramp Up</p> <ul style="list-style-type: none"> • Visit work site to insure job readiness • Post contract specifications and key documents in a collaborative web space • Establish performance standards for professional contingent/temporary staff • Conduct employee orientation and/or training <p>During the ramp up phase since we are a current staffing supplier to OGS (and has been for the past ten years), we have extensive experience and will notify our existing NYS clients and the current resource pool of our renewed contract award with NYS and distribute information about any updates or changes to the award. Should the plan include transferring employees from other contractors to our internal resource pool, we will gather the names of those workers and offer them the ability to register with PAI. Based upon logistics and time frame, following distribution of PAI online applications, to assure a smooth contract transition, PAI recruiters may visit the workers at their work site to complete the registration process and conduct new hire orientation.</p> <p>Project Management Phase – Initiation</p> <ul style="list-style-type: none"> • Weekly/biweekly status/update meetings with PAI staff and teaming partners • Meetings with client (frequency to be determined) • Conduct employee performance reviews and initiate developmental plan as required • Conduct employee customer service and software training as required • Provide feedback to employees and provide additional training or support as required • Provide proficient and cost effective payroll and billing processes • Issue management records and maintain documentation