

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

General Questions

Bidder Name: *Randstad North America, 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	<i>Randstad North America, Inc.</i>
2	Address	<i>300 Broadhollow Rd., Suite 102 W</i>
3	City	<i>Melville</i>
4	State	<i>NY</i>
5	County	<i>Suffolk</i>
6	Zip Code	<i>11747</i>
7	Bidder Contact Name	<i>Josh Bergen</i>
8	Bidder Contact Telephone Number	<i>516.849.0826</i>
9	Bidder Contact E-mail	<i>josh.bergen@randstadusa.com</i>
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):	<i>Atlanta, GA</i>
11	Does Bidder have the required NYS 10 digit vendor ID number?	<i>Yes</i>
12	If yes, please provide	<i>1100010375</i>
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.	<i>Yes, Randstad does maintain other government contracts at the federal, state, and local levels nation-wide, however, details of these contracts may be proprietary and confidential and will vary from client-to-client based on the specific engagement details. Please see our evidence of experience as examples of our contractual obligations with government entities, many of which have contractual details available as public record.</i>
18	If Bidder offers an additional discount for purchases made with the NYS Purchasing Card, enter it here (%):	<i>Randstad has quoted our most competitive pricing based on the level of information we have regarding NYS' workforce needs at this time. Rather than rely on discount or rebate strategies, our approach is to identify areas of sustainable process improvement and cost savings to enhance our service delivery and provide NYS with the cost containment you seek. During implementation, we will conduct a workforce analysis to determine your current state and to recommend any such process improvements, which will then be tracked and reported to NYS.</i>
19	Does Bidder offer a prompt payment discount for payments made in less than 30 days after receipt of a proper invoice?	<i>No</i>
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):	<i>Not applicable. Randstad will not be offering prompt pay discounts at this time.</i>
21	Person to contact for questions relating to this Bid submission:	
	Name:	<i>Josh Bergen</i>
	Title:	<i>Regional Vice President</i>
	Telephone Number:	<i>516.849.0826</i>
	Toll Free Telephone Number:	<i>516.849.0826</i>
	E-Mail Address:	<i>josh.bergen@randstadusa.com</i>
22	Person to contact for Contract Administration issues:	
	Name:	<i>Agnes Puyraud</i>
	Title:	<i>Vice President Market Sales</i>

	Telephone Number:	516.741.4191
	Toll Free Telephone Number:	516.741.4191
	E-Mail Address:	agnes.puyraud@randstadusa.com
23	Customer Service contact for New York State Contract Orders during normal business hours:	
	List normal business hours (Specify M-F, Sat, Sun):	Normal business hours are 8:00 AM - 5:00 PM EST, Monday through Friday
	Name:	Agnes Puyraud
	Title:	Vice President Market Sales
	Telephone Number:	516.741.4191
	Toll Free Telephone Number:	516.741.4191
	E-Mail Address:	agnes.puyraud@randstadusa.com
24	Person to contact in the event of an emergency occurring after normal business hours or on weekend/holidays:	
	Name:	Agnes Puyraud
	Title:	Vice President Market Sales
	Telephone Number:	516.741.4191
	Toll Free Telephone Number:	516.741.4191
	E-Mail Address:	agnes.puyraud@randstadusa.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:	6,430 employees
29	Total number of people employed by your business in New York State:	Randstad averages upwards of 5,328 talent on assignment on a weekly basis

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:	Not applicable
	Date of Finding of Non-Responsibility:	Not applicable
	Basis of Finding of Non-Responsibility: (add additional pages if necessary with content clearly labeled)	Not applicable
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:	No
	Date of Termination or Withholding of Contract:	Not applicable
	Basis of Termination or Withholding: (add additional pages if necessary with content clearly labeled)	Not applicable

Attachment 5 - BIDDER INFORMATION QUESTIONNAIRE

23057 Administrative Services (Statewide)

Solicitation Specific Questions

Bidder Name	<i>Randstad North America, Inc.</i>
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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>Our approach to stringent screening</p> <p>Our aim is for a superior match each and every time we place our talent on a client assignment. In fact, our reputation is built on consistently satisfying our clients and talent with the match we make. Randstad will collaborate with NYS to create a thorough screening process that meets your requirements. Following, we have outlined aspects of the screening process that will be customized for NYS.</p> <ul style="list-style-type: none"> • Review of work history: A careful assessment of prior work history provides a better understanding of experience, qualifications, and potential fit to a new position. We use our knowledge, experience, and insight to spot true compatibility between candidates and our clients, ensuring our talent is able to adapt quickly, produce results, and make a positive impact. Our goal is to understand quality as it is defined by our clients and capabilities as they are embodied by candidates. • Credential/education verification: Randstad will conduct education and credential verification checks if applicable to the specific position and required by NYS. • Interview: We utilize both traditional and behavioral event question techniques, prior to referring a candidate to any of our clients. This is a key step in evaluating abilities and business acumen, as well as professionalism and interpersonal skills. Our approach in servicing NYS will be to proactively collaborate with your hiring managers to establish precise standards for in terms of cognitive abilities as well as personal and social • Skills assessments: Randstad's professionally developed and validated tests not only measure skill proficiency, but also aptitude and motivation. • Reference checks: We contact a minimum of two prior work references for each candidate. We use this information to better understand the individual's experience, skill level, and work ethic, so that we place the candidate in the job best suited to his or her background. A thorough reference check allows us to assess: <ul style="list-style-type: none"> - Nature of association with candidate, including relationship and dates of employment - Technical responsibilities - Evaluation of technical performance - Communication/presentation/interpersonal skills - Reliability/punctuality/ability to meet deadlines - Reasons for leaving - Eligibility for rehire
	Continuation of Question #1	<ul style="list-style-type: none"> • Background screening: Randstad will establish business rules and customize a background check process that meets your requirements as outlined in the RFP documents. • Drug screening: To ensure we do not place any talent at NYS who test positive for controlled substances, Randstad has developed partnerships with several national organizations qualified to conduct drug screenings in accordance with your requirements. Based on NYS's requirements, candidates will sign a substance abuse screen authorization form to submit to a drug screen. Randstad offers both inhouse and lab-based drug screening options. <ul style="list-style-type: none"> - Inhouse test kit: Randstad can conduct inhouse drug screens in our office using a urinalysis test kit manufactured by Alere. Results from these tests can be obtained the same day. - Lab-based screen: 5 and 10-panel substance abuse screens can be conducted through leading labs, such as Labcorp (depending on location). Negative results are reported in 24 to 48 hours; positive results are reviewed by a Medical Review Officer (MRO) and reported by the MRO within 2-5 business days. Most lab-based screens are done via urinalysis; however, hair follicle screening is also available. • E-Verify: An inherent component of Randstad's screening process is validating talent authorization to work in the U.S. This evaluation is conducted through a combination of I-9 forms, valid forms of identification (license, Social Security Number, passport, visa, birth certificate, etc.) and E-Verify. In the event we are unable to validate work authorization, Randstad will not allow the talent to begin the assignment until authorization is cleared. To ensure full compliance with the various federal and state regulations requiring E-Verify participation, Randstad has partnered with a certified E-Verify designated agent, ADP. Our partnership with ADP mitigates risk exposure for our clients by ensuring they are fully compliant in the wake of changing regulations, intensified immigration audits, and expanding E-Verify requirements for state and private businesses. In addition, ADP provides real-time I-9 tracking and reporting, which allows Randstad to track the work authorization status of all employees and receive automated reminders for re-verification.

<p>2</p>	<p>What are your testing, training and orientation programs for temporary workers?</p>	<p>All Randstad talent will undergo a NYS-compliant on-boarding process prior to the start of any assignment. This process will outline NYS's policies and procedures and further iterate your expectations. Our focus is on seamlessly integrating our talent into NYS's culture and equipping them with the information, guidance, and support to become independently productive as soon as possible.</p> <p>Efficiencies through automation</p> <p>Electronic processing saves our team an average of 10 minutes per talent on-boarded (compared to paper/traditional processing), which means we can focus more time on critical tasks such as performance management and engagement activities, as well as sourcing and selecting an optimal talent pipeline for NYS. Our automated processes ensure compliance to NYS's requirements (including contract flow-downs and required forms).</p> <p>Process flow</p> <p>The following outlines our standard talent on-boarding process, which will be further tailored to meet NYS's specific requirements. Such a customized program (with supporting documentation) will be inclusive of a comprehensive on-boarding and training process for all new hires at NYS.</p> <p>Prior to assignment</p> <ul style="list-style-type: none"> ▪ Review customized talent guidebook ▪ Complete on-boarding checklist <p>Day 1</p> <ul style="list-style-type: none"> ▪ Review NYS's values, expectations, work rules, and safety guidelines ▪ Complete security and badging process ▪ Tour facility ▪ Introduce to manager ▪ Conduct on-the-job training ▪ Observe talent to work standard ▪ Receive hiring manager feedback <p>Days 2-29</p> <ul style="list-style-type: none"> ▪ Perform tasks ▪ Conduct on-site orientation ▪ Shadow job tasks ▪ Measure performance, provide feedback to talent ▪ Measure results
	<p>Continuation of Question #2</p>	<p>Day 30</p> <ul style="list-style-type: none"> ▪ Assess performance level ▪ Gauge talent satisfaction ▪ Develop improvement plan (as needed) ▪ Update checklist <p>Day 31</p> <ul style="list-style-type: none"> ▪ Perform at higher-level consistently ▪ Develop improvement plan (as needed) ▪ Update checklist <p>Day 90</p> <ul style="list-style-type: none"> ▪ Conduct formal performance review <p>NYS-specific talent guidebook</p> <p>Randstad will produce a NYS-specific talent guidebook which will include information about the work environment, the tasks required, all relevant company regulations and procedures, performance expectations, and standards. This guidebook serves to:</p> <ul style="list-style-type: none"> ▪ Reinforce a new employee's decision to join Randstad by building on the expectations set during the hiring process ▪ Accelerate the assimilation of new employees by providing a realistic preview of NYS – the culture, the work, policies and procedures, and what success looks like ▪ Provide new employees with the appropriate information, tools and support needed to be successful <p>Following is an overview of the talent guidebook contents that will be provided to all Randstad talent prior to their assignment at NYS:</p> <ul style="list-style-type: none"> ▪ Summary information about NYS ▪ Assignment of work schedule ▪ Overview of key NYS workplace policies (including attendance and punctuality) ▪ Name of department and supervisor ▪ Assignment information, including function of the company and/or department ▪ Security policies and processes ▪ Appropriate attire ▪ Hourly pay rate ▪ Code of conduct

Continuation of Question #2

- Security requirements
 - Explanation of benefits
 - Lunch and breaks
 - Parking
 - Performance goals
 - Quality expectations
 - Criminal/credit check policies
 - Instructions for emergencies
 - Time sheet completion and payroll information
 - Electronic communications policy
 - Randstad office location and hours
 - Review of EEO and ADA guidelines
 - Workplace policies
 - Safety policies and procedures
 - In case of injury instructions
 - Any applicable NYS literature
- Testing and training
 To further assess technical skills, Randstad has engaged Kenexa Prove It!™. This partnership allows Randstad to analyze the range and depth of each candidate's abilities, ensuring an accurate, non-subjective skill profile. Thorough and documented skills assessments provide concrete proof that the candidate can perform all the tasks at the speed required. Further, because Prove It!™ is designed to isolate specific tasks within each software application, we are able to customize a testing series based on the skills that are most important to NYS. A detailed overview of standard Prove It!™ assessments can be found at www.proveit.com. Please note, Randstad does not provide client-specific or job-specific training, any NYS-specific training must be provided by NYS.

Continuation of Question #2

- Office & Administrative skills assessments
 Randstad has developed proprietary tests that allow candidates to be evaluated for proficiency on over 50 available software packages, including the Microsoft Office Suite. We provide testing in multiple operating environments. Each candidate is then rated on a scale of 1-100 on their skill proficiencies. The ratings are then entered into our proprietary system, allowing us to quickly identify candidates with the right combination of skills for NYS. Office & Administrative assessments include but are not limited to the following:
- Microsoft Office Suite (Word, PowerPoint, Excel, Outlook, Visio)
 - Coding
 - Customer service
 - Filing/data entry
 - Letter set-up
 - Math
 - Office Manager skills
 - Reading comprehension/proofreading
 - Receptionist/secretarial skills
 - Telemarketing skills
 - Telephone skills
 - Typing/keyboarding and 10-key
 - Transcription
 - Vocabulary/grammar/spelling
 - Word processing
- Manufacturing and Logistics skills assessments
 Job-specific hard skill assessments: Randstad performs a number of different job-related testing and assessments for all new hires. Randstad performs hard skill assessments to validate each candidate's competence for the positions at NYS. Our account teams have access to more than 450 hard skill assessments selected based on specific job profiles. These assessments:
- Measure Light Industrial competencies, such as dexterity, precision, motor skills, visual accuracy, math, and measuring
 - Provide assessment capabilities in multiple languages, including English, Spanish, and French
 - Specific assessments are selected based on your unique job profiles, and each has been approved for use by Randstad's assessment group

<p>Continuation of Question #2</p>	<p>Following is a sample listing of the most common industrial skills evaluations we administer to our candidates. Additional NYS-specific testing can be incorporated into our screening process to ensure the best fit for the position, such as:</p> <p>Following is a sample listing of the most common industrial skills evaluations we administer to our candidates. Additional NYS-specific testing can be incorporated into our screening process to ensure the best fit for the position, such as:</p> <ul style="list-style-type: none"> • English fluency • Language skills • Reading comprehension • Basic and shop math • Math and reasoning • Count and stack • Pick and pack • Units and conversion • Assembly • Industrial math • Manual dexterity • Inspection • Ruler – English/Metric units • Shipping and Receiving • Machine standard • HAZMAT • Safe workplace practices • Warehouse/vehicles • Forklift fundamentals <p>– Safety assessments: Randstad has developed a battery of skills assessments for Light Industrial roles to ensure our talent possesses the appropriate level of proficiency to perform their job duties safely. In addition to basic language and mathematical skills, Randstad also conducts evaluations for specific manual skills, including forklift fundamentals, perception, and manual dexterity.</p>
<p>Continuation of Question #2</p>	<p>Healthcare assessments</p> <p>As a Joint Commission-certified organization, our screening procedures, which comply with Joint Commission guidelines, include:</p> <ul style="list-style-type: none"> • Verification of academic credentials, certifications and licenses and employment history conducted by an experienced Quality Assurance Coordinator or Verifications Specialist • Criminal background investigations, which include national fraud database checks and other government sanction database checks (OIG/GSA/EPLS) • A minimum of two (2) current written and/or verbal references from most recent employers. References must be from supervisor/management figures and include validation of clinical and interpersonal skills. Additionally, we obtain an in-depth unit description that provides valuable insight into their daily roles and responsibilities. <p>Other nursing, advanced practice and allied health screening procedures include:</p> <ul style="list-style-type: none"> • Completion of a comprehensive skills assessment, competency test, and/or medication test • Compilation of all necessary documentation as required by your facility, such as OSHA training, I-9 information and all related health screening, including a physical within one (1) year, a PPD within one (1) year, Hepatitis B titre or declination, MMR, varicella and a ten (10) panel drug screen. <p>Randstad's Quality Assurance Coordinator will verify, upon receipt of each candidate's certifications and licensures, that all candidates have valid RN licenses, current state registrations and certifications, regardless of source (i.e., a supplier talent or otherwise). During on-boarding, licenses, immunizations, etc. are recorded. Expiration reports are run on a monthly basis to determine when licensure and CPR/ACLS certifications are expiring. Notices are sent to talent requesting updated documents prior to their next assignment. As an added layer of oversight for any practitioners on assignment, the NYS department or unit manager is alerted to the upcoming credential expiration.</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>At Randstad, we customize our screening processes to meet each client's specific requirements. We have partnerships with companies that have the resources to perform a variety of background checks, including:</p> <ul style="list-style-type: none"> - Social Security verification - Criminal records check (e.g., 5-year, national, state, and county of residence) - Sex Offender Registry search - Previous employment verification - Education verification - Motor vehicle report, if applicable - Civil records check - Credit reports - Customized background checks <p>We will contact NYS regarding individuals who have any job-related misdemeanor or any felony convictions and obtain approval prior to assigning them to positions at any of your sites. Following are the processes currently applied to criminal history checks:</p> <ul style="list-style-type: none"> - Candidate signs Authorization for Release of Confidential Information form - The request form is faxed to approved investigation service for expedited processing - The service traces the social security number to access the name associated with the provided number to verify accuracy - The service will then perform a search of each county and/or federal jurisdiction identified, up to a maximum number - Results are available online in 1-3 days (average standard is less than 2 days) based on number of jurisdictions to be searched, accessibility to the specific records and if additional research is required on records that are located - Results are reviewed to ensure compliance to hiring criteria
4	<p>Do you agree to perform the background checks as identified in the Solicitation as requested?</p>	<p>Randstad will perform background checks in accordance to criteria identified by NYS in the solicitation. Our customized recruiting and screening process will incorporate requirements from NYS, as specified.</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>Continuous communication</p> <p>Randstad's basic client communication and feedback program includes the following steps:</p> <ul style="list-style-type: none"> • Arrival check, end of day check, and end of first week check: Account team members ask questions such as: How does our talent compare to others who have worked in this position? What challenges need to be addressed before next week? Has our talent met your expectations (completed tasks in a specified timeframe, achieving results to your expectations)? • Assignment and skills development feedback calls: These calls are made prior to corresponding follow-up calls to our talent. Our account team members will contact the hiring manager every two weeks to determine level of ongoing satisfaction with our talent and any needs for skills development. • Quality surveys: Our surveys derive quantitative and qualitative data that can be used to implement process improvements and ensure account team alignment with your business goals and priorities. In the event of talent performance challenges, Randstad will work with NYS to ensure our talent meet your requirements. Client satisfaction surveys are conducted bi-annually and integrated analyses of all survey results are included in our Quarterly Business Reviews. • Performance evaluations: As a part of our standard quality process, Randstad conducts routine performance reviews. During this time, Randstad's account team meets with the talent and the hiring manager to assess work performance, job satisfaction, identify any areas of improvement, and establish future goals. Further, the account team provides both the talent and hiring manager with a performance scorecard to ensure expectations are met. • Assignment extension checks: Randstad will contact the hiring managers at least one week prior to a talent's estimated assignment end date to determine extension possibilities and gauge possible opportunities elsewhere at the client location. • End of assignment surveys: As part of our continuous improvement initiative, Randstad will solicit the feedback of your hiring managers upon the completion of our talent's assignment. These forms serve to evaluate the performance of both the talent and Randstad. • Exit interviews: The exit interview process is one of the most crucial steps in evaluating our performance. During the off-boarding process, ratings with regard to Randstad's communication, professionalism, challenge resolution, and proactive contract management (contract extension, new assignment) are all solicited from the talent. Additionally, upon completion of every assignment, Randstad solicits client feedback via an electronic evaluation form sent directly to the hiring manager. Feedback is requested on both the talent's performance (technical capabilities, professionalism, quality of work and reliability) and Randstad's service, in an effort to increase overall client satisfaction and to determine eligibility for rehire.

	<p>Continuation of Question #5</p>	<p>Disciplinary action and escalation procedures</p> <p>Should problems or challenges arise (i.e., unsatisfactory performance, failure to attend work, etc.), the Account Manager and NYS representatives will work together to ensure the talent meets NYS requirements. After fully understanding the NYS's concerns, the Account Manager, in a one-on-one meeting with the talent, will:</p> <ul style="list-style-type: none"> • Identify the problem • Listen to the talent and client's opinion • Ask questions • Offer options • Agree on a solution • Set a timeline for remediation • Follow up • Ensure ongoing NYS communication and NYS's satisfaction with resolution <p>Response time and escalation</p> <p>Operating with a de-centralized management structure, Randstad is afforded immediate challenge resolution beginning at the local level. Each Randstad branch office adheres to the following escalation matrix:</p> <ol style="list-style-type: none"> 1. The local account team is notified of a challenge and immediately investigates. Once the concern is clearly understood, the appropriate steps are taken toward resolution or, if necessary, the local Randstad Market Manager is engaged for further assistance. The vast majority of challenges are resolved at this level and mostly within one business day. 2. The Market Manager is responsible for challenge resolution on a local level (for example, concerns with a particular candidate at a location supported by a local Randstad Branch). If necessary, the matter can be brought to the attention of the Regional Vice President. 3. The Regional Vice President coordinates Randstad's resources in a geographic area that encompasses several local offices. If a resolution requires the involvement of several of these offices, the Regional Vice President can facilitate their participation. 4. The Regional Vice President can provide executive sponsorship in the event that a customer need must be addressed at a higher level. If, for example, it is determined that a fundamental change must be made to the way in which the customer is serviced, the Regional Vice President will play a key role in implementing these changes enterprise-wide. 5. The Account Manager will play a key role during the challenge escalation process, providing guidance and marshalling the appropriate resources, as necessary. 6. The Executive Leadership of Randstad can be called upon to assist in problem resolution at the highest level.
<p>6</p>	<p>Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.</p>	<p>Yes, Randstad employs a variety of tools and processes to continually evaluate customer satisfaction, talent performance, and quality assurance.</p> <p>Randstad's focus on delivering quality service</p> <p>We have a long-standing commitment to quality, both in our product and in our methods of doing business. The key to achieving our quality goals is in fostering long-term relationships with both our clients and talent, and in using their feedback to improve our service. Recognizing that NYS has unique business needs, we will meet with each manager to fully understand their expectations and benchmark a matrix of critical Key Performance Indicators (KPIs). This benchmark will serve as our starting point to develop specific commitments. We will then monitor our performance via custom reporting formats. Randstad will review the metrics to ensure parameters previously defined are being met.</p> <p>Randstad evaluates the quality and service of our talent on assignment via routine communication, periodic satisfaction surveys, regular talent performance reviews, and exit interviews. Following is an overview of the processes that will continue to be used to measure and track our performance at NYS:</p> <ul style="list-style-type: none"> • Regular communication with hiring managers • Key performance statistics management • Regular talent performance evaluations • Continuous improvement initiatives (Quarterly Business Reviews) • Regular monitoring of NYS service level commitments <p>Net Promoter Score</p> <p>Randstad also tracks client satisfaction through the Net Promoter Score (NPS) system. At its core, NPS is a simple survey that asks clients whether they would recommend Randstad to other companies. Using a scale model (1-10), NPS classifies clients as Promoters if they choose 9 or 10, Passives if they choose 7 or 8, and Detractors if they choose 6 or below. The overall "Net Promoter Score" is calculated by subtracting the percentage of Detractors from the percentage of Promoters. NPS has become the widely accepted standard for measuring customer engagement around the world, with many leading organizations adopting the NPS system to drive their customer loyalty and retention strategies.</p> <p>Please refer to question 14 for additional information regarding Randstad's approach to talent performance and quality assurance.</p>

7	<p>What process do you follow to ensure the proposed resumes meet your client's request?</p>	<p>At Randstad, we pride ourselves on our ability to consistently deliver high-caliber candidates to our clients. How do we do it? We find a Perfect Match.</p> <p>A Perfect Match is a superior fit between candidate and client. It demands a detailed and in-depth job order and requires insight into the capabilities of specific job seekers, the nuances of businesses and job types, and the needs of the individual client. Moreover, a Perfect Match is ultimately the result of a deep understanding of three crucial aspects of Office & Administrative staffing:</p> <ul style="list-style-type: none"> • Job fit – the tasks, tools, and time of a position • Boss fit – employee/manager work style compatibility • Company fit – the dynamics of colleagues, company culture and business type and circumstance <p>Our systems feature an automated search and match functionality, which provides a roster of talent who match a specific profile, based on these criteria, and links open orders with available talent, increasing speed and efficiency in the fulfillment process.</p> <p>The bottom line</p> <p>Knowledge of basic staffing processes is essential, but when it comes to hiring time, research shows that hiring managers seek to work with a staffing company who simply knows them best – one with in-depth knowledge of the job being offered, the intricacies of the management process, and the dynamics of the company and its industry. We sum up this approach by demonstrating our understanding in three areas relevant to each requisition and candidate:</p> <ul style="list-style-type: none"> • Career experience • Credentials/education and certification • Competencies <p>Upon completion of the screening and testing process, we will create a comprehensive composite of the candidate, including factors such as motivation, professionalism, ability to work in a team, service orientation, problem-solving capabilities, and turnover likelihood. It is only after a candidate has been fully vetted using this approach that he or she will be selected for the position and presented to NYS' hiring manager or placed on assignment. Subsequently, we will enforce your policies and ensure all candidates have been properly screened prior to their start date. It is only after a candidate has been fully vetted that he or she will be selected for the position and presented to the hiring manager or placed on assignment. The result is a superior quality of hire, and a substantial cost savings as a result of improved productivity from day one.</p>
8	<p>How do you schedule engagements?</p>	<p>The following process outlines the communications that takes place between the Randstad dedicated account manager and NYS:</p> <ol style="list-style-type: none"> 1. Requisition submission: The account team works closely with the hiring manager and/or HR personnel to define each engagement in detail. 2. Candidate selection: The account team identifies qualified candidates from Randstad's candidate pool, referral base, or via one of our other diverse recruiting mediums. 3. Candidate screening: The account team conducts phone interview, resume screening, in-person interview, skills testing, and behavioral/aptitude testing. The account manager then checks professional references. 4. Resume submission: The account team verifies the applicant is qualified for the job. Resume is submitted to the client for review. 5. Interview preparation: When the client requests an interview, the account manager informs the candidate of logistical information, contact name, job description, and client specifics. 6. Interview and feedback: Interview takes place and client feedback is immediately obtained. Client accepts candidate or Randstad continues identifying qualified candidates. 7. Offer: Upon selection, talent visits Randstad for sign-up. All paperwork completed, talent expectations and client policies are reviewed, and any necessary background/drug screens are facilitated. 8. On-boarding: Talent undergo a comprehensive on-boarding process prior to start to ensure they are "ready" according to NYS standards. 9. Follow-up: After the first week, the account manager verifies client satisfaction; the account team conducts quality calls with talent. 10. Continued communication: Periodic check-in schedule is established with employee and client hiring manager.

9	Do you have an electronic system for scheduling? If yes, please describe.	<p>Randstad believes "people are for relationships, technology is for transactions." It is with these thoughts that technology is applied to our business processes. In order to ensure the needs of the talent, the client, and Randstad are all met, technology is leveraged to automate transactions. This approach increases accuracy and efficiency, while providing time in the staffing process to listen to client and talent job requirements in order to make the perfect match.</p> <p>Randstad has created a world-class, integrated field operations/HR/payroll/billing foundation to support efficient, accurate, and timely operations, as well as web-based portals to provide specific information, and work tools to internal employees, customers and talent. More than a tool for storing information, our proprietary front office system enables us to effectively document and manage our candidates, applicants and employees, customers, contacts, orders, assignments, contracts, job postings, agenda and history, queries, and time entry.</p> <p>Randstad strives to provide your hiring managers an efficient, effective method of communicating the request to fill an open requisition, including receiving candidate submission electronically, and providing requisition status throughout the order fulfillment process. Our technology is designed to meet our clients' needs for accurate supplier and contract compliance information through Internet-based reporting systems. Further, Randstad's system provides online application, pre-screening, and testing capabilities to ensure the requisitions we match with our talent meet their work schedule, skills and experience requirements. Benefits include:</p> <ul style="list-style-type: none"> • Centralized database increases matching opportunities • Provides more efficient requisition/match capabilities • Predefined queries allow agents to quickly determine the available resources with required skills in talent database • Web requisitioning allows clients to place orders for talent online directly with Randstad agents • Provides access to thousands of talent nationwide • Integrated Contract Management Module to ensure your requirements are met
10	What processes do you use to ensure seamless service by subcontractors to NYS?	<p>Prior to program implementation, all participating affiliate vendors must sign a contract agreeing to the rates and service level commitments established by Randstad and our clients. Also, as part of our continuous improvement process, Randstad tracks performance (including rate compliance) on all suppliers. Subsequently, to ensure compliance, Randstad generates reports that outline how many times a specific vendor has exceeded or submitted rates below rate requirements. Randstad's dedicated Program Specialist(s) will ensure suppliers remain compliant through a comprehensive on-boarding process and regular audits. Please note that the inability of suppliers to deliver within program guidelines may result in exclusion from the engagement.</p>
11	How do you maintain and track unallowed and preferred candidate lists for your clients?	<p>Randstad will work with NYS to ensure talent that are identified as either a preferred candidate or "do not reassign" are notated in each candidate's file with NYS for cross-reference. Verifying hire eligibility may be added to our compliance module as part of our pre-screening requirements.</p>

12	<p>What is your escalation and resolution policy (in case an issue or emergency arises)?</p>	<p>Should problems or challenges arise (i.e., unsatisfactory performance, failure to attend work, etc.), the Account Manager and NYS representatives will work together to ensure the talent meets NYS requirements. After fully understanding the NYS's concerns, the Account Manager, in a one-on-one meeting with the talent, will:</p> <ul style="list-style-type: none"> Identify the problem - Listen to the talent's/client's opinion - Ask questions - Offer options - Agree on a solution - Set a timeline for remediation - Follow up - Ensure ongoing NYS communication and NYS's satisfaction with resolution <p>Response time and escalation</p> <p>Operating with a de-centralized management structure, Randstad is afforded immediate challenge resolution beginning at the local level. Each Randstad branch office adheres to the following escalation matrix:</p> <ol style="list-style-type: none"> 1. The local account team is notified of a challenge and immediately investigates. Once the concern is clearly understood, the appropriate steps are taken toward resolution or, if necessary, the local Randstad Branch Manager is engaged for further assistance. The vast majority of challenges are resolved at this level and mostly within one business day. 2. The Branch Manager is responsible for challenge resolution on a local level (for example, concerns with a particular candidate at a location supported by a local Randstad Branch). If necessary, the matter can be brought to the attention of the Regional Vice President. 3. The Regional Vice President coordinates Randstad's resources in a geographic area that encompasses several local offices. If a resolution requires the involvement of several of these offices, the Regional Vice President can facilitate their participation. 4. The Regional Vice President can provide executive sponsorship in the event that a customer need must be addressed at a higher level. If, for example, it is determined that a fundamental change must be made to the way in which the customer is serviced, the Regional Vice President will play a key role in implementing these changes enterprise-wide. 5. The Strategic Account Manager will play a key role during the challenge escalation process, providing guidance and marshalling the appropriate resources, as necessary. 6. The Executive Leadership of Randstad can be called upon to assist in problem resolution at the highest level.
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 a hire does not satisfy NYS' expectations, most administrative/clerical and call center positions can be replaced within 24 hours. Professional and technical positions may require additional lead time. Should it be necessary, Randstad will employ its diverse recruiting mediums to promptly identify and submit qualified replacement candidates. Further, Randstad will arrange for adequate knowledge transfer as necessary. Additionally, Randstad will work with NYS to determine an equitable on-boarding period for new hires. Randstad will then confirm that NYS is satisfied with the replacement.</p>
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>Program performance monitoring</p> <p>Recognizing that NYS has unique business needs, our account team will meet with each manager during implementation to fully understand their expectations and benchmark a matrix of critical KPIs. This benchmark will serve as our starting point to develop specific SLA/KPI commitments. We then monitor our performance, including that of our alliance suppliers, via custom reporting formats. Randstad reviews the metrics to ensure parameters previously defined are being met.</p> <p>Quarterly Business Reviews (QBR)</p> <p>To evaluate the effectiveness of our service, Randstad will track the metrics most crucial to NYS and provide regular reports (including quarterly business reviews). These reports will serve as an invaluable indicator of overall performance and ensure service levels are being met. Upon reviewing the reports, our account team will take corrective action, if necessary, in any areas that are sub-par to the agreed-upon service levels. Our goal is to exceed your expectations in all facets of the program.</p> <p>To exceed service level commitments and ensure NYS satisfaction, Randstad will leverage a solid continuous improvement initiative. We will establish a of strategic meetings customized and tailored to fit the needs of NYS to ensure service continuity, adherence to service level commitments, ongoing communication of program objectives, and to identify opportunities for efficiencies. Further, these business reviews will provide us with the opportunity to share ideas and exchange feedback, and allow us to accurately measure the level of NYS satisfaction. Randstad has found the most effective QBRs to be those that are both subjective and objective in nature and encompass a number of criteria surrounding service delivery. Best practice recommendations dictate reporting not only on key performance indicators such as fill ratios, attendance, safety, retention, productivity, etc., but also on operational compliance (adherence to policies/procedures).</p> <p>During these reviews, Randstad will present value-added ideas and suggest business practices to enhance the effectiveness of our service. By communicating action items (areas of improvement), NYS will truly maximize the benefits of quarterly and annual business reviews.</p> <p>Compliance audits</p> <p>Our goal is to maintain 100% compliance with NYS's requirements. With this in mind, Randstad conducts routine independent, objective audits designed to ensure compliance with governmental regulations as well as client requirements. These audits consist of a systematic, disciplined approach designed to evaluate and improve the effectiveness of risk management, control, and governance processes. The scope of Randstad's internal auditing is broad, including topics such as the efficacy of operations, the reliability of financial reporting, and compliance with laws and regulations.</p>

	Continuation of Question #14	<p>Randstad's internal audit process provides a catalyst for improving our effectiveness and efficiency by providing insight and program recommendations based on analyses and assessments of KPI data and business processes. With commitment to integrity and accountability, our audit process provides credibility to any appropriate governing bodies, as well as our executive leadership, as an objective source of independent advice and corrective action recommendations. Additionally, our automated contract compliance module ensures adherence to client requirements (e.g., screening processes), and assists our account team in identifying and resolving any deviations.</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>Randstad Healthcare has established a strong credentialing protocol. Each applicant working through Randstad Healthcare completes an extensive internal credentialing process to obtain malpractice coverage. This credentialing process follows the recommendations of NCQA and Joint Commission, and has been reviewed by several malpractice insurance companies and credentialing experts. Randstad's credentialing process mirrors the majority of our clients' processes to secure hospital privileges for a practitioner. Where acceptable, we provide documentation of our credentialing results to our clients to assist them with the privileging process.</p> <p>Additionally, Randstad Healthcare can provide testing based upon the specific needs of each of our client facilities. Currently, we administer a number of tests to our candidates, prior to employment, which include but are not limited to skill competency exams, skill assessments, age specific and cultural competencies, and more. We can administer any other type of testing on an as-needed basis, at the client facilities' request.</p>
16	What is your current fill ratio?	<p>Randstad defines fill rate as the percentage of meeting the expected start date with a qualified talent. Our placement success rate varies with each client and also depends on our status within the program (i.e., master vendor vs. preferred), the number of suppliers participating in the program, rate methodologies, the level of client communication and the specialties serviced, and unique client policies that are out of our span of control.</p> <p>Randstad maintains an average fill rate of 95% of all requisitions received from NYS.</p>
17	What is your current turnover rate for your temporary workers?	<p>We have defined turnover as a temporary employee leaving an assignment prior to completion based on performance or personal issues. Randstad's external employee turnover varies by discipline and for the past three years has averaged the following – Office & Administrative: 6%; Light Industrial: 9%; and Technical and Professional: 5%.</p>
18	What type of programs do you have to limit absenteeism and turnover?	<p>To ensure Randstad consistently exceeds client expectations in the area of absenteeism and turnover, Randstad conducts the following due diligence:</p> <ul style="list-style-type: none"> • Stringent screening process (as outlined within question 1) • Minimum of two references (e.g., checks for attendance and punctuality) • Thorough onboarding process (including attendance expectations) • Customized orientation process to ensure the talent fully understand the particulars of the assignment • 90-day probationary period for all talent within NYS's program <p>Randstad will work with the NYS to benchmark acceptable attendance and punctuality standards. These standards will be incorporated into our overall service strategy. After attendance records have been established, Randstad will document the attendance policy as part of our customized talent orientation to NYS. Talent will sign documentation that they have read and understand the policy.</p> <p>Attendance Recognition Program</p> <p>To promote adherence to NYS' attendance policy, we then create a recognition program based on the established attendance standards.</p> <p>Corrective Action</p> <p>Randstad will create a corrective action process based on attendance standards established with the NYS. Each violation of the policy is termed as an "occurrence." The standard corrective action process is:</p> <ul style="list-style-type: none"> - 1st occurrence – verbal warning/counseling - 2nd occurrence – written warning/counseling - 3rd occurrence – de-selection from assignment
19	What is your current absenteeism rate for your temporary staff?	<p>Randstad's absenteeism rate varies from program to program and by discipline (e.g., higher absenteeism rate for manufacturing and logistic roles). While Randstad does not track this rate company-wide, on average, Randstad's absenteeism rate is less than 5% in our client engagements.</p>

20	<p>What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?</p>	<p>Maintaining a strong talent pipeline</p> <p>Matching the supply and demand of labor is at the very core of Randstad's business, and we have developed an unparalleled strategy for talent acquisition and retention. Our account team will work closely with your hiring managers to gain an intimate understanding of NYS's specific requirements and what each department needs from a staffing partner. Rather than simply collect a "laundry list" of requirements and skills, Randstad asks questions in order to build a functional job description including key success milestones, and attributes that allows us to match not only skills and experience, but also other critical elements such as fit with managerial style, corporate culture, etc. With this knowledge, Randstad develops a thorough candidate profile that forms the basis of our search activity. For NYS, this process will be integrated into our overall workforce plan to ensure optimal contingent workforce utilization, while providing immediate access to the talent you need, when you need them.</p> <p>Workforce planning</p> <p>In this initial step, we will partner with your hiring managers to examine your current-state workforce and projections for your future needs. We will couple this information with our knowledge of the local labor market and forthcoming trends to complete a gap analysis and create a NYS-specific, annualized workforce needs projection. This needs analysis, along with relevant information regarding your organization, constructs the foundation upon which we build our recruitment strategy.</p> <p>Proprietary database (on-demand recruiting)</p> <p>Randstad leverages our proprietary candidate database of more than 9,000,000 qualified talent. Our automated search & match functionality yields a roster of talent who match the client-specific profile, thus increasing speed and efficiency by linking client requisitions with available talent. Our systems enable on-demand recruitment of active and passive talent, tailored to the unique needs of our clients. Further, it serves to distinguish Randstad from the competition by allowing us to recruit for virtually every job order we receive, rather than relying solely on electronic job boards and subscription databases.</p>
	<p>Continuation of Question #20</p>	<p>ElasticSearch</p> <p>We have deployed a new technology solution that allows our teams to shorten time-to-fill with qualified candidates from our proprietary database. Using ElasticSearch, our teams enter a keyword based on the NYS-specific job profile, and instantly receive a list of local candidates who have worked with us before.</p> <p>ElasticSearch quickly scans our internal database of job histories, current assignments, and resumes for qualified talent with immediate availability, assignments ending, or past successful assignments. We can search on keywords such as:</p> <ul style="list-style-type: none"> • Technologies • Skills • Assessments • Background checks • Drug screenings • Experience with client or similar companies <p>Search criteria also include zip codes, enabling our team to instantly search the databases of all Randstad operating companies within a defined territory. With ElasticSearch, our teams will be able to meet NYS's needs by quickly identifying qualified candidates from our large pool of past and current employees.</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>As an expert in distinct segments of the labor force, Randstad positions itself as a single-source staffing partner with minimal need to utilize third-party suppliers. However, Randstad maintains a national network of affiliate vendors that can be called upon to ensure support for any diversity requirements, as well as specialty and niche skill sets.</p> <p>We will select specific affiliate vendors based on any service gaps identified as a result of our initial discovery process at NYS. Please note that Randstad will only utilize third-party suppliers with the permission of NYS.</p> <p>Should we identify the need for subcontractors, our dedicated Supplier Relations Group will work hand-in-hand with the various supplier representatives detailing the programs processes and procedures relating to contractor on-boarding, vendor management, and contractor off-boarding. In many cases, Randstad will already have an existing relationship with the suppliers and will leverage that relationship during the NYS transition. Randstad's goal is to have all identified and contractually approved resources transitioned into the program prior to going live.</p> <p>Randstad will engage all NYS approved agencies for participation in the program. Once the criteria, standards, metrics, benchmarks, pricing and service level expectations are established by NYS and Randstad, all participating suppliers will be required to sign a contract agreeing to terms and conditions. Contract execution/conformance will be facilitated by Randstad's dedicated Supplier Relations Group.</p>

<p>22</p>	<p>What are your recruitment policies?</p>	<p>Recruitment strategy Implementing a targeted recruiting strategy is fundamental to providing a qualified contingent workforce pool that will help NYS maintain a sustainable competitive advantage. Our strategy will ensure we are:</p> <ul style="list-style-type: none"> • Proactively prepared to meet NYS's fluctuating workforce requirements • Maintaining the right level of continuity and flexibility in the workforce pool at all times • Following a systematic recruiting blueprint and evaluating the ROI • Cognizant of the market conditions and adapting our tactical approach accordingly • Leveraging diverse recruiting mediums <p>Diversified recruiting mediums Our recruiting methods include: our proprietary database, web-based recruitment portal, VIP candidate pool (previously placed, high-quality talent), referrals, community outreach, educational institutions, government agencies/programs, social media, job boards and traditional advertising.</p> <p>Mobile recruiting Market research has revealed that more job seekers are browsing for opportunities on their mobile devices. From an employer's perspective, a mobile app offers an instant, personal alternative to traditional recruiting. In addition to our social media presence on LinkedIn (premium account), Twitter, Facebook, etc., Randstad has upgraded our mobile app that:</p> <ul style="list-style-type: none"> • Provides a more interactive and engaging experience for applicants • Is simple and user-friendly • Loads and operates quickly – 4.5x faster than our original app • Offers improved search engine rankings • Contains features for working talent <p>The results</p> <ul style="list-style-type: none"> • 300,000 visits per month (a 45% increase in traffic) • 30% more visitors stick around • Significant increase in applicants • Organic traffic – our app can easily be found outside of job boards • Viewed by more passive candidates (higher quality, faster)
	<p>Continuation of Question #22</p>	<p>Randstad's online presence Leveraging social media is now a critical step in attracting and sourcing candidates. Using sites such as LinkedIn (premium account), Twitter and Facebook, our recruiters routinely approach passive candidates. We have found these platforms are now more effective vehicles for delivering messages and directing candidates to job opening when compared to using more traditional job boards and other online advertising. For example, by building a large network of contacts on LinkedIn, our recruiters have been able to highlight job opportunities for candidates who work in similar organizations, but who may not be actively searching for a new employment opportunity.</p> <p>While many companies define their social media strategy by a single "careers" page on a social network, Randstad's robust strategy includes building micro-communities within social networks that focus on key recruiting areas, such as hard-to-fill positions or diverse candidates, allowing us to target and market directly to these social media-based communities. To avoid the labor-intensive process of manually loading job postings, Randstad utilizes a tool called Jobs2Web to automate job posting directly from our applicant tracking system onto our client's social networking sites. This automated approach offers the following three key benefits:</p> <ul style="list-style-type: none"> • Improving recruiter efficiency • Increasing posting consistency, ensuring correct jobs are being published to the targeted sites • Allowing a streamlined workflow into the applicant tracking system <p>Local recruiting sources Our local branch offices routinely tap into the following sources to identify needed talent include:</p> <ul style="list-style-type: none"> • College/university campus recruiting • Open houses • Print advertising in local and national newspapers • Job fairs and trade shows • State employment services • Community and professional organizations • Recruiting from diverse groups, organizations and churches • Job boards • Grassroots recruiting (libraries, church bulletins, local restaurants, yard signs)

	<p>Continuation of Question #22</p>	<p>Referral bonus program</p> <p>Many of our best performing employees are the result of recommendations from our existing talent base. Therefore, we encourage this activity, recognizing that personal networks enable us to tap an abundant source of high performing talent. In fact, we have recently made this process easier by adding a “one-click” referral option to our website. Our talent are rewarded with a gift card for referring candidates to us who qualify and are placed on a client assignment.</p> <p>Broadcast messaging</p> <p>Automated messaging services, such as bulk text messaging and automated calling technology help us reach available candidates and fill positions quickly. When we receive a requisition, we can literally ‘broadcast’ a message to available candidates within minutes. This approach provides affordable access to powerful voice broadcasting technology and premium bulk SMS text messaging.</p> <p>Centralized recruiting teams</p> <p>Randstad Centralized Delivery augments our field office efforts in sourcing qualified candidates. By using the resources available through this centralized group, we are able to significantly enhance our ability to ramp up temporary staff for our clients’ peak demands by providing high-quality candidates within designated timeframes. Centralized Delivery operations feature teams of recruiters specialized by skill discipline, whose primary focus is to build pipelines of talent in client-specific skill sets. Centralized Delivery will collaborate with each local account team to determine the appropriate level of support.</p> <p>Investing in new technologies</p> <p>Randstad has a long history of delivering breakthrough innovations and investing in resources to support the creation of new and dynamic projects. The Randstad Innovation Fund (RIF) supports our ambition to be a leader in the industry through investments in emerging HR technologies and solutions to HR challenges.</p> <p>Our goal is to create an ecosystem where Randstad’s expertise and reach complement entrepreneurial spirit and technological excellence. Representative areas of current investment interest include online platforms, recruiting via social media, candidate search and interviewing tools, talent and referral communities, mobile solutions and applicant tracking systems.</p>
	<p>Continuation of Question #22</p>	<p>Our investment portfolio includes:</p> <ul style="list-style-type: none"> • Pymetrics (career search platform) • Crunchr (HR reporting and people analytics) • Green Job Interview (video interviewing) • gr8People (sourcing technology) • Checkster (automated reference and interview checkup) • Brazen (virtual job fair) • VONQ/Qandidate (online recruitment marketing services) • RolePoint (employee referral software) • Twago (online outsourcing community) • Gigwalk (mobile recruiting app) <p>Additional information about how these innovations can enhance our recruiting process for NYS can be provided at your request.</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>Executing seamless change management</p> <p>Randstad employs a structured, talent/client-focused approach to transition planning, which fully mitigates the potential areas of program and performance risk (i.e., assignment disruption). At a high level, we leverage a phased, structured implementation approach ranging from four to six weeks based on the complexity of the program.</p> <p>Implementation team</p> <p>Randstad’s implementation team is responsible for engaging the key client contacts and the Randstad field organization to successfully implement newly awarded accounts. Our Implementation Managers have extensive experience implementing solutions across a diverse client base. They have demonstrated the ability to customize our solution to each client engagement and geography, both with and without the support of automated systems. This team will be responsible for developing a SOW, maintaining and auditing the project plan, facilitating weekly status meetings, change management, data collection and analytics, data upload, process/business flow configuration, developing the integration strategy, training and launching the program.</p> <p>The main mission of our implementation team is to:</p> <ul style="list-style-type: none"> • Develop and drive the best implementation strategy for each new account • Provide industry leading implementation support for new national accounts across all Randstad OpCos • Provide strategic operational leadership to new accounts while ensuring successful delivery of contractual obligations • Partner with the client, field organization, and corporate resources to ensure account development and growth, order fulfillment, challenge resolution, service delivery, and contract compliance • Facilitate smooth account transition to the account team once the account is in a steady, stable state <p>The process</p> <p>Collectively, our dedicated account team will be responsible for facilitating the implementation and transition plans associated with the program rollout. During the first phase of our relationship with NYS, Randstad’s Implementation Manager will work to identify the quality components and service areas that are most important to you. This evaluation can include, but is not limited to:</p> <ul style="list-style-type: none"> • Establishing service levels, performance requirements and goals • Researching procurement-related processes • Establishing rules of engagement (business policies/procedures) • Understanding NYS’s technology environment and requirements • Learning which skill sets are most utilized • Understanding NYS’s corporate culture

<p>Continuation of Question #23</p>	<p>From a quality perspective, the next phase is an ongoing one that incorporates the following activities:</p> <ul style="list-style-type: none"> • Communication across all NYS operations and the entire Randstad organization • Certification (all Randstad staff must be certified in the rules of engagement) • Continuous performance monitoring (for both Randstad and our talent) • Customized meeting schedules (e.g., business reviews) • Relationship building to mitigate turnaround time and enhance service quality • Evaluate internal and client-side processes for increased efficiencies <p>Our typical implementation approach follows:</p> <p>Plan (Weeks 1-2)</p> <ul style="list-style-type: none"> • Engage implementation resources (Randstad and client) • Define project scope and establish timeline • Validate vendor and position transition requirement • Hold implementation kick-off meeting <p>Analyze (Weeks 2-3)</p> <ul style="list-style-type: none"> • Conduct due diligence assessments and site tours • Perform gap analysis • Finalize vendor/position transition strategy • Develop/Launch communication and change management plan • Fine-tune solution design and finalize timeline • Present for client approval <p>Execute (Weeks 3-5)</p> <ul style="list-style-type: none"> • Launch partnership across user base – engage, inform and train • Engage service delivery resources (on-site, field and corporate) • Execute position/vendor transition • On-board transitioned positions • Configure and test program technologies • Initiate recruiting & begin order fulfillment
<p>Continuation of Question #23</p>	<p>Stabilize (Weeks 5-6)</p> <ul style="list-style-type: none"> • Complete program installation • Finalize position transition • Transfer operational management to account team • Report post-project analysis findings • Begin performance benchmarking and reporting <p>Upon selection as NYS's service provider, Randstad will customize our implementation strategy to meet your specific needs.</p> <p>Transitioning talent</p> <p>A primary element of Randstad's value proposition is our ability to seamlessly transition current candidates to our partnership. Randstad typically experiences minimal turnover during transition of talent assignments, averaging a 97% transition rate for all positions transitioned during the prior four years. To ensure a seamless transition, we continually recruit for position replacements to ensure qualified candidates are available. Our position transition approach provides:</p> <ul style="list-style-type: none"> • Minimized business disruption by eliminating the need for NYS end users to request new talent • Greater productivity by allowing talent with proven experience and capabilities to reapply for their assignment • Faster ramp-up to operational steady-state by reducing the need to recruit heavily for new orders • Cost savings based on a reduced mark-up rate for transitioned talent <p>For those service providers whose services will be replaced by Randstad, we will utilize our best-in-class transition process, which ensures adherence to the contractual obligations NYS may have with your current service providers and adherence to the staffing industry's accepted Code of Ethics, published by the American Staffing Association (ASA).</p> <p>The following steps outline Randstad's position transition process:</p> <p>Step 1: Communicate with NYS's end users: Randstad will meet with identified end users in both group and individual settings to:</p> <ul style="list-style-type: none"> • Understand their staffing needs (i.e., job skills, descriptions, measures of success, use requirements) • Communicate Randstad's roles and responsibilities in the transition process <p>Step 2: Transition meetings with service providers: NYS will provide notice to current service providers and Randstad will begin to coordinate the transition. This entails conducting meetings with service providers, informing them of the transition process, and addressing any service requirements and/or issues. During this phase of the transition, all new or refilled orders will be placed through Randstad.</p>

Continuation of Question #23

Step 3: Transition meetings/communications with existing talent positions: In keeping with the ASA's Code of Ethics, Randstad will transition all positions 30 days after formal notification to the existing service providers. During the 30-day period, Randstad will hold information sessions with the talent of NYS's current service providers to help them understand the benefits of transitioning their position to Randstad, as well as any questions they may have about the process. The transition decision lies with each employee. As such, they should receive clear information regarding their options. Randstad will hold meetings and information sessions with the talent to assist them in understanding their employment options, the impact of their decisions, and associated timelines. Service providers whose positions will be transitioned to Randstad will be encouraged to participate in these meetings and information sessions.

Step 4: Monitor the transition process and recruit as necessary: Randstad tracks and monitors each step of the transition process, performing the prescreening, paperwork, and on-boarding procedures necessary to transition talent to Randstad's payroll. As part of the process, Randstad will also collect NYS's feedback regarding existing talent and the desirability of their continued service, should they choose to transition to Randstad.

Step 5: Steady-state: Position transition activities are complete, with Randstad managing the performance and payroll of transitioned contingent workers.

Critical success components

In order to successfully transition positions, it is imperative that Randstad be able to:

- Acquire complete and accurate current service provider information
- Review service provider contracts to understand any provisions limiting talent from transitioning to other service providers for the same assignment
- Obtain copies of NYS's written notification to current service providers
- Communicate with current service providers to ensure they understand the impact of the partnership division and follow-up verbally with service providers to confirm understanding of process and timeline
- Educate hiring managers on how to respond to current talent questions
- Provide written communication to current talent identifying employment options, timeline, process, and Randstad contact information
- Hold employee informational meetings for talent so they may understand all options available