

**ATTACHMENT 5 - BIDDER INFORMATION
QUESTIONNAIRE**

Solicitation Specific Questions

Bidder Name: **COGENT Infotech Corporation**

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

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.	SCREENING AND INTERVIEW PROCESS FOR ENSURING QUALITY PERSONNEL Ensuring the proper qualifications of prospective support team members is paramount. COGENT employs a meticulous screening process, combining our understanding of the environment, customer, and requirements with our relevant experience in staffing federal organizations. Our recruiting team has ample experience supporting Government operations, ensuring we staff the requirements with personnel who meet the clearance requirements, bring the right experience, and qualification requirements. COGENT utilizes a rigorous screening approach to ensure prospective employees have the proper qualifications. PRELIMINARY SCREENING Recruiters initially screen resumes for basic requirements of all applicants for a position. The screen covers the basic qualification information including: • Availability • Suitable Educational Qualification • Requisite number of years of work experience in relevant technologies or functional areas • Accurate project duration dates, references for last three or four projects • Requesting work samples from previous projects he/she worked on. • Initial verification of skill-set and summary of technical knowledge • Additional HR related information will be gathered (W2, I-9 etc.) • Execute a comprehensive prescreen that confirms motivation, salary, skill level, clearance, and potential team fit for client culture • Provide COGENT overview and explain benefits
		IN-DEPTH SCREENING • Review of Job Duties at Most Recent Placement (s)/ Validating Pre-Employment Experience The role of the Recruitment Manager (RM) is to work closely with the Account/Sales Executives and the client to understand technical and functional needs of a requirement/position. RMs have a technical background and are all former field employees with practical technical project experience of no less than 5-7 years with COGENT. Once the RM receives a resume from the recruiter for a position a very detailed technical screen takes place including a very detailed discussion of all projects on the resume to verify that the resume best reflects the technologies used, where and how each skill was used, what type of applications the project entailed, and overall role of the candidate on the project. In this phase we verify the employment history to confirm the work experience conveyed by the candidate to us and to be sure the candidate possesses the best suited professional background and appropriate work experience required for this position. As a part of verification, we directly contact the candidate's previous company to confirm the information provided is true. Also, we request W-2 or other document as proof of work history from candidate. Above all, we perform a technical skills test which will measure the candidates' technical abilities as compared to others with the same and/or similar level of expertise.

	• Credential Verification Once this initial discussion is completed, the Recruitment Manager will verify all references, verify education qualification, any/all relevant certifications listed on the resume, and subsequently determine whether or not the candidate is appropriately suited technically and functionally for a particular position. • Ensuring Contractors Eligibility to Work in United States Prior to presenting candidates to clients, COGENT verifies their status, which could be one of: Citizen, Green Card, and Requires Work Authorization. Citizens and Green Card holders are automatically eligible to work for COGENT in the United States. If candidates require work authorization, COGENT first ensures that the candidate has maintained proper status in the past and is eligible (as defined by the Immigration & Naturalization Service of the United States) to obtain a work permit. COGENT's Legal & Immigration department files and maintains a non-immigrant work permit petition in full compliance with all Department of Labor and INS guidelines & requirements; with respect to prevailing wages, eligibility, Public Access Files etc. Our Legal & Immigration department tracks in detail the work authorization status of all employees and files required renewals in a timely fashion.
	• Reference Check & Reason for Leaving Last Assignment Every perspective candidate is accepted only after obtaining a complete reference check. In this process we evaluate various factors like performance, attitude, and aptitude with three former employers and we also verify Reason for leaving last assignment. The references also provide COGENT with a broad understanding of the candidate's technical background, strengths, and areas of needing improvement but also their work ethics and social skills. A minimum of three supervisory references of recent 5 years' experience is the minimum number of references required. • COGENT also does the following to ensure the references given to us is credible: ☐ All email addresses given must be employer email addresses. ☐ Salary ☐ Position held with the employer ☐ All references given must be Management level personnel who can discuss the candidate's skills objectively. ☐ If the reference has a LinkedIn profile, we will review it to ensure validity.

2	What are your testing, training and orientation programs for temporary workers?	Our Testing Program Committed to providing the most qualified talent, we can conduct highly customized skill and personality assessments through a number of proprietary tools and business partnerships. One defining difference between a good candidate and a great candidate is their ability to tackle the challenges of each job assignment with ease and confidence. We can provide tests that will not only measure a candidate's skill proficiency, but also their overall aptitude and motivation. Our customized technical assessments (upon request) are administered through COGENT University and online testing tools such as SHL, eSkill and Prove It!. COGENT UNIVERSITY COGENT views training and personal skill development as an important part of employee development. Employees undergo continuous training in various technical, non-technical and project management disciplines. This provides continuous, well-trained and knowledgeable staff throughout the project lifecycle. We have a program called "COGENT University", where we are committed to invest in COGENT's #1 ASSET - Our People. We have state of the art in-house training facility in Pittsburgh, PA and provide training remotely & on-demand. We have unique ability to rapidly train and deploy Professionals with niche, emerging technologies. Training imparted by full-time trainers, subject matter experts. We also cross-train our temporary personnel in different technologies. Both play a big role for us to ensure our temporary personnel are always at the top in their skillset and will be able to provide services to our clients at the highest level.
		SHL partnership Through a strategy of ongoing development and enhancement, SHL has accumulated a database of predictive assessment test content guided by the results of 50 million job applicants and high-achieving employees. This insight, coupled with applied principles from the science of industrial-organizational psychology, gives us the ability to accurately predict on-the-job performance. Tests can easily be combined based on targeted skill profiles, administered as a supplement to a job-specific solution or used individually to help identify productive applicants and streamline the hiring process. eSkill partnership eSkill is a leading provider of web-based skill testing. The software provides customized skills tests to fit the knowledge requirements for any job position. We utilize eSkill to host our technical testing center. Candidates can log on to our website and take specific skills tests at no cost. The results are automatically sent to the candidate and stored in our proprietary database. Prove It! partnership This partnership allows us 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 talent can perform all the tasks at the speed required. For example, Prove It! quantifies keystrokes per hour, documents per hour, total errors, error rate, and elapsed time – measuring levels ranging from entry to expert. 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 the client.

		Our Training Program COGENT will conduct project-specific training to assure all the personnel have the knowledge necessary to carry out their quality responsibilities. The QC Manager ensures that all employees receive training relevant to their quality responsibilities. The QC Manager ensures that all subcontractors and suppliers receive training on relevant elements of the COGENT Quality System, Project Quality Control Plan, and quality standards. The Quality Manger identifies the training needs of all personnel performing activities that affect quality. Training topics may include: • The COGENT Quality System • The COGENT Quality Policy • Quality standards cited in the Quality Manual, or project documents, or records • Relevant quality standard operating procedures Training assessments will be conducted during the preparatory planning for each work task, and findings will be recorded on the Training Plan and Log form. Customer training related to operations and maintenance will be provided as the project nears its end. Specific customer training topics will be assessed at coordination meetings during the project. A record of planned customer training activities will be included on the Training Plan and Log form. After a training activity is completed, a record of both the training activity and the training participants will be maintained on a Training Plan and Log form.
		Orientation Program The welcoming of new employees is a collaborative effort that includes human resources (HR), the hiring department and other teams throughout COGENT. Preparing for new hires and providing appropriate guidance and information during the first several days of employment can ensure success. This short-term orientation process is not a replacement for onboarding of employees to their specific role and department, which is a more detailed and longer process. First Day HR will meet with the new hire at the start of his or her first day of work to complete new-hire paperwork, prepare key and ID cards, and review benefits information. Hiring managers should be well-prepared for an employee's first day at work and should welcome new hires with the following: • Workstations set up with appropriate equipment and supplies. • Introductions to co-workers and a tour of the facilities. • A buddy assigned to coordinate onboarding activities. • An overview of the department's mission, values and key policies.

		Orientation Meeting New hires will be scheduled to attend an orientation meeting within the first week of employment. The meeting will be conducted in one full day and will include the following: Human Resources • Introduction to the company, its mission, functions and culture. • Review of company organizational chart. • Employee handbook review. • Benefits plan information, discussion and preliminary enrollment. • Safety and health policies reviews—safety, fire, emergency evacuation, job-related safety issues. Key Administrative Policies • Anti-harassment policy review and discussion. • Policy reviews—pay periods, travel, personal vehicle use, training requests. • Administrative procedures—security, computer systems and logins, telephone systems, supplies and equipment. Department Overviews • An overview provided by a management representative from each COGENT department about the purpose of and functions within his or her department. • A discussion led by a management representative from each COGENT department focusing on frequently asked questions as well as individual questions from participating new hires. • Time spent completing new-hire paperwork and time spent in the orientation meeting are considered hours worked. Each employee's time card should reflect the time engaged in the orientation program as paid hours and should be coded appropriately.
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.)?	COGENT has a well-defined and documented Background Check Process. Under this process Qualified Personnel are subjected to a mandatory pre-employment background check. Background Checks for Qualified Personnel are conducted by our HR department and results are stored in a secured centralized location on our internal server. Background checks are conducted before hiring of the employee and are repeated annually. Our background check consists of: • Education verification: COGENT help authenticate academic details like qualifications and relevant degrees/diplomas and certificates furnished by candidates, directly from their colleges or universities • Employment verification: COGENT checks can help get information on the candidate's previous employment such as, tenure of employment, last position/designation held and reason for leaving. • Reference verification: Ascertain the candidate's credentials, skills, strengths and weakness by a team of trained professionals speaking to both personal and professional references. • Criminal record verification: Check for any history of crime through police stations and court of law for both criminal and civil litigation. • Address verification: Help clients judge the authenticity of the current and permanent addresses of the candidate.

		• Workplace drug testing: A crucial check, if COGENT employees working on sensitive and critical information and those deputed on client site(s). • Database verification: Ascertain if the candidate has been reported on any of the global regulatory, compliance and sanctions list covering sources like OFAC-SDN, FBI, Interpol, EU, UN Sanctions, etc. to name a few. In addition, we also conduct global web and media search and cross directorship search to name a few. The following additional background searches will be required if applicable to the position: • Motor Vehicle Records: Provides a report on an individual's driving history in the state requested. This search will be run when driving is an essential requirement of the position. • Credit History: Confirms candidate's credit history. This search will be run for positions that involve management of COGENT funds and/or handling of cash or credit cards.
		The Qualified Personnel is notified and is required to sign a consent and authorization form as to the procedures set forth in the Background Check Process. An independent agency (Sterling Infosystems, Inc.) is mandated the task to perform background check and drug test on the Qualified Personnel. The agency after performing the checks provides the results to COGENT. We notify the client in writing regarding the result of the background checking conducted for the candidate. The Qualified Personnel successfully clearing background check as per client's background check criteria proceed to join the client.
4	Do you agree to perform the background checks as identified in the Solicitation as requested?	Yes, COGENT is agreed and ready 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?	Our Account Manager, will also serve in the capacity of Quality Manager. The Account Manager will continuously monitor staff performance, project progress and service-level goals. All candidates performance, project deliverables, including monthly reports, will be read and approved by the Account Manager and issues arising in the quality of deliverables will be monitored and proactively resolved by the Account Manager. COGENT will maximize the use of performance monitoring, trend analysis, monthly progress reporting, and resource management to communicate effectively contract-related information to New York State (NYS) Office of General Services (OGS) staff to support their strategic planning and decision-making activities. These performance monitoring, trend analysis, and resource management processes will be ongoing; detect potential and actual problem areas; and allow the Account Manager maximum lead-time to reallocate resources and re-establish priorities to resolve issues in a timely manner. These processes also affect financial contract performance, work completed, work in progress, challenges, and overall project progress. All these project components play a role in New York State (NYS) Office of General Services (OGS) strategic planning and decision-making. The processes that will implement will provide the real-time data needed for effective, efficient, and timely planning and decision-making. COGENT recognizes that the key to management of quality services begins with clear articulation and development of quality processes and procedures for project execution. COGENT is quality based organization and is currently maintaining Standard Operating Procedures (SOPs) for the management and update of their regional office policies and procedures. COGENT has the expertise to develop and maintain quality SOPs. At task order inception, we will begin developing and maintaining quality SOPs to guide task order execution. When changes occur, documentation will be updated throughout the organization and appropriate notification will be issued to impacted parties. The benefits associated with our approach to documentation management include:

	- Increased efficiency through faster identification of potential solutions, thereby increasing the problem solving capacity of resources - Allowing reuse of existing knowledge and solutions - Enabling self-service for easy-to-access solutions to end user via the Web - Accelerating ramp-up time for new hires through delivery of web-based training methodologies and standardization of help desk policies and procedures - Controlling costs by using the information in the knowledge database to standardize and develop repeatable processes to ensure accuracy Reward for Good Job Performer Pay-for-performance programs can improve collaboration, customer and client satisfaction, and employee retention and recruitment. At COGENT, we started implementing pay for performance more than 15 years ago when realized that our compensation system was not rewarding our best people. Temporary Personnel who had been with us the longest were the best paid, and not all of them were our best performers. We decided to replace tenure with performance as the primary consideration for salary. For example: If there is some selling involved, but the job is mainly customer service, entice extra sales by offering a performance bonus of 1 percent to 5 percent of the value of the sale. Sales also can be on a point system, particularly if they are small-dollar transactions. A workable point system may award one point per transaction. Accumulating 250 points can be rewarded with a \$200 Amazon gift card and apart for that we give Year-end bonus, Spot Bonus or Discretionary Bonus, Holiday Bonus and etc.
	Disciplinary Action for Non-Performer COGENT's employee disciplinary action company policy explains how we address our employees' misconduct or inadequate performance. Employees must be aware of the consequences of their actions. We use this policy to outline our disciplinary procedure and is applicable to all our employees. POLICY ELEMENTS: Following are the stages that may be followed when discipline is deemed necessary include the following: 1) Verbal warning, 2) Corrective Actions/Counselling, 3) Official written reprimand, 4) Disciplinary meeting with appropriate supervisor or manager, 5) Final written warning, 6) Detraction of benefits, 7) Indefinite suspension or demotion, Termination. The nature of the offense is explained to the employee from the beginning of the procedure. The verbal warning may take the form of a simple oral reprimand but also a full discussion if deemed necessary. The employee must read and sign the written reprimand and final written warning. These documents include the time limit in which an employee must correct their conduct before we take further disciplinary action. Below provided are the scenarios which are considered as a violation to disciplinary procedures:
	PERFORMANCE ISSUES: Disciplinary procedure starts at stage 1 (Verbal warning). It includes but is not limited to 1) Failure to meet performance objectives, 2) Attendance issues 3) Failure to meet deadlines MISDEMEANORS / ONE-TIME MINOR OFFENSE: Disciplinary procedure starts at stage 1 (Verbal warning). It includes but is not limited to: 1) Rude behaviour to customers or partner, 2) On-the-job minor mistakes, 3) Breach of dress code/open door policy etc 4) Involuntary Discrimination. MISCONDUCT / FREQUENT OFFENDER: Disciplinary procedure starts at stage 5 (Final Written Warning). It includes but is not limited to: 1) Lack of response to counselling and corrective actions, 2) Lost temper in front of customers or partners, 3) On-the-job major mistakes, 4) Unwillingness to follow health and safety standards. SEVERE OFFENSIVE BEHAVIOR / FELONY: Disciplinary procedure starts at stage 6 (Detraction of benefits). It includes but is not limited to: 1) Corruption/ Bribery 2) Breach of employment agreement 3) Harassment/ Voluntary discrimination, 4) Workplace Violence, Embezzlement/Fraud, 5) Substance Abuse.

		Managers or HR may choose to repeat stages of our disciplinary procedure as appropriate. This decision depends on employees' reaction to our disciplinary procedure, whether they repent their behaviour and the nature of their offense. Our disciplinary procedure begins when there is sufficient evidence to justify it. When there is suspicion or hints of misconduct, managers or HR investigates the matter first. Appeals are allowed and must be filed to the next line of management as soon as possible. HR and managers document every stage of our disciplinary procedure (except the verbal warning.) If appropriate, include necessary information like evidence, testimonies and employee's progress or improvement. We are obliged to refrain from disciplinary actions that may constitute retaliatory behaviour. A no retaliation company policy will always be in effect to ensure there is no misuse of our disciplinary procedure. We have the right to modify this policy or act in any other legal or reasonable way as each case demands. Although we will always enforce discipline in a fair and lawful manner
6	Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.	Quality Assurance COGENT has regular, planned communications with customers, subcontractors, and suppliers to coordinate quality expectations, priorities, activities, and improvements. The process begins Kick-off meeting with client where we discuss how quality of the project will be controlled and the quality responsibilities of key personnel. We also coordinate a schedule for weekly production meetings, monthly quality management meetings, and protocols for telephone and internet communications. Throughout the project, COGENT holds preparatory meetings prior to the start of upcoming milestones, tasks, or phases of work. These meetings are attended by key company, subcontractor personnel responsible for carrying out, supervising, or inspecting the work, and interested customer representatives. We review quality requirements, coordinate quality inspections and hold points. In the process, we listen to each stakeholder to understand their concerns for critical details. We add the critical details to inspection checklists. We also train production personnel on these details in weekly and toolbox talk meetings. COGENT weekly team meetings deploy findings of the preparatory meeting to field personnel. The venue is used to train personnel on technical requirements, reinforce critical details for heightened awareness, and institute improvements to work methods. It is also a forum for team communications and coordination.
		COGENT ensures that quality control personnel remain independent from the pressures of production through our organizational lines of authority as defined by our QC Organization Chart. The President appoints a QC Manager, Operations Manager, and Project Manager, and then assigns each with specific quality responsibilities and authorities of their job position. Customer Satisfaction We believe that, quality of hire is the top most performance KPI. Because it is what makes the recruiting process worthwhile. We use below mentioned metrics to check our quality of hire. 1) Time-to-productivity, 2) Retention RateHiring Manager 3) Satisfaction Rating COGENT's commitment to Total Quality Management ensures that our clients receive the highest level of value added service. From our adherence to leading quality standards to our use of quality control processes for technical testing, reference and background checks, and consultant training, COGENT has demonstrated a dedication to excellence that has enabled us to significantly enhance the value proposition that we offer our clients. We follow below mentioned process: Our dedicated account team will be in contact with consultants on regular basis. For the first three (3) months, we will schedule monthly meeting for respective consultants with Account Manager and the client. After this period, account team will schedule meeting after every two (2) months. Below mentioned is in-details description of each meeting.

	1. Meeting I - At 1month completion: We schedule this meeting to evaluate our consultant's performance and discuss about challenges faced, key achievements, required trainings to accomplish upcoming stages of the project and other required support to deliver the required services. 2. Meeting II - At 2 months completion: We schedule this meeting to know, whether we can efficiently and effectively deliver the pre-defined deliverables as per the timeline? Or are we on the right track to deliver the pre-defined deliverables as per the timeline? 3. Meeting III - At 3 months completion: We schedule this meeting to discuss our consultant's performance and project status. We also discuss about challenges faced, key achievements, required trainings to accomplish upcoming stages of the project and other required support to deliver the required services. Also, we request the project officer supervising the consultant to fill the below mentioned performance evaluation sheet. We keep note of each meeting and use the latest CRM (Customer Relationship Management) tools to document related information. This information is archived in COGENT's servers on a regular basis. This information is available to the firm's senior management ensuring visibility at the highest level. This strategy has resulted in client retention, repeat business and client satisfaction to the highest levels. Apart from this, we have score cards for various timeframes. This process has helped us to make sure that our client receives the highest quality services.
	Performance Measurement COGENT tracks several metrics to track the service performance. Although, below provided are the details regarding our top 5 metrics. 1. Time - to - Fill: Time to fill is a super useful metric for measuring the speed and efficiency of our recruiters. A poor time - to - fill rate suggests potential serious operational efficiencies that could be costing our firm money. 2. Candidate Satisfaction: From our point of view candidate satisfaction isn't about measuring the results. We use data in our ATS (JobDiva) to proactively make changes to our process and ensure higher rate of satisfied candidates. 3. Ratios: These ratios are not a single metrics, but a whole category of metrics. This is critical for us because a candidate placement is a result of long chain of actions. If any of the link is weak, it severely impacts the result. Ratios allow us to analyse every stage of the process to determine any potential inefficiency. Below provided are the five metrics which represent various fundamental stages in a candidate placement. We track the relationship between each metrics to discover if there's a usual drop – off between any two stages. • Client Submission Count • Internal Submission Count • Job Count • Interview Count • Placement Count 4. Recruitment and Retention: Hiring new employee's costs money. Therefore, we focus on retaining our existing employees by reducing the turnover and finding opportunities to improve efficiency to avoid replacing outbound employees. 5. Client Service Metrics: This part covers how we will measure the client satisfaction. Below provided are our methods which help to measure as well as identify up to what level our client is satisfied with our services.

7	What process do you follow to ensure the proposed resumes meet your client's request?	The work is initiated as soon as we get sourcing requirement from the client. The task order/work request is immediately entered into our centralized recruiting portal Job Diva. The Account Manager understands the requirement of the client based upon the requisition received from them. This includes understanding of the project requirements, SOW, environment, qualification, experience, mandatory and desirable skill set requirement. Once our AM receives a requirement from the client. AM discusses the requirement with the Recruitment Manager (RM) who subsequently creates a skill matrix accordingly. The RM assigns the requisition to our Sourcers. Our Sourcers look for the candidates from a wide range of resources utilizing a variety of sourcing techniques. Besides our ever expanding 'COGENT's Talent Pool', we source candidates from job boards, career sites, social media, company website, networking events, and employee referrals. Our Sourcers continuously submits the best-fit resumes to Recruiters and Recruiter starts preliminary screening of all applicants for a position. Preliminary screening covers the basic qualification information including but not limited to: • Availability • Suitable Educational Qualification • Requisite number of years of work experience in relevant technologies or functional areas. • Accurate project duration dates, references for last three or four projects. • Work samples from previous projects the candidate worked on. • Initial verification of skill-set and summary of technical knowledge.
		Additionally, HR related information (W2, I-9 etc.) is gathered. Once preliminary screening has been completed, the best-fit candidate details are sent to the RM for in-depth screening. Our RM utilizes his/her strong technical background to conduct a thorough technical screening round with the candidate which includes a detailed discussion of all the candidate's previous projects and skills & technologies used, type of applications the project entailed, and overall role of the candidate on the project. After the in-depth screening process, our RM verifies the credentials of the candidate including but not limited to: educational qualifications, any/all relevant certifications listed on the resume, employment history and eligibility to work in US. The minute, credentials are verified, the RM runs a reference check which gives the insight into the candidate's performance, attitude, and aptitude with former employers. We also verify reason for leaving the last assignment. After the successful verification, RM submit details of qualified candidate to the Subject Matter Expert (SME) with scoring card. SME then speaks with the candidate to further qualify the candidate and inform the account details, location, project information (technical requirements, functional requirements, type of applications, team size, and other relevant technical/functional information the candidate may have questions about.). Every skill critical to the completion of assigned deliverables is identified and assessed in terms of the level of skill required. Only when it's established that the candidate meets or exceeds the qualification of the position, the SME approves him/her for submittal to the client. If client desires to interview the candidate, RM coordinate with the candidate and schedule the interview.
8	How do you schedule engagements?	Upon the award of contract, our dedicated account management team and program staff will maintain a roster of temporary personnel who can respond to unplanned activities of primary temporary personnel. Upon notification of an unplanned activity, our management team will determine the skill makeup of the response team and then select the members from our roster. Our team has the breadth of resources to both absorb staff in downturns and provide additional staff to meet emergent requirements. We consider staffing of emergent requirements to be a program risk, and our PMO will develop mitigation plans to respond quickly when an unplanned activity occurs.

9	Do you have an electronic system for scheduling? If yes, please describe.	COGENT has invested a lot of time, effort and money in customizing JobDiva (www.JobDiva.com), an industry leading ATS system specifically designed for consulting and staffing services companies. This ATS system manages the entire lifecycle of a requirement and fosters a collaborative environment between various Client departments and within the company (recruiting, sales, human resources, administration etc.) Our ATS is provide editable Push Email services along integrated with Google Meet, Skype, Zoom, Microsoft Team and etc. where we can schedule engagements.
10	What processes do you use to ensure seamless service by subcontractors to NYS?	COGENT is a recognized Minority Business Enterprise and has forged value-based bonds over a period with over 75 staffing companies (subcontractors) that are specialized in certain technologies and work as a virtual extension of our recruiting department. Our vendor managment participate in various summits and small business/DBEs meets to increase our pool and use below mentioned basic information to evaluate the suitability of subcontractors: • Company details which includes but not limited to including past performance, capability, and geographical reach. • Management approach, capability/skills of employees, related accreditation, relevant experience, and desired resources • Risk management approach Whenever a need for subcontracting arises, our dedicated account management team send out invitation for subcontracting via emails, calls, meetings etc. to subcontractors available in our pool to discuss regarding the opportunity. We receive responses from multiple interested subcontractors. Once the interests have been received, we request the interested subcontractors to respond to our subcontractor qualification questionnaire. The questionnaire requests for information related to subcontractor firms general information, financial information, key staff and project experience. After receiving the qualification questionnaire we evaluate it based on the below mentioned criteria. Depending upon the potential of the contract we select the top firms for subcontracting.
		CRITERIA DESCRIPTION Completeness: Have all the questions been thoroughly answered? Depth of Experience: Do the referenced projects demonstrate the subcontractor's ability to provide deliverable-based, fixed price Administrative services in the designated Specialty Area(s)? Financial Stability: Is the subcontractor a viable, financially stable business partner? Staff Expertise: Does the subcontractor have the ability to staff projects with skilled resources in the designated Specialty Area(s)? How we monitor their performance? Our vendor management team continuously maintain the cycle of meetings, monthly reports and quarterly report. Program administrator conducts meeting with all subcontractors on every predefined day of the month. We request our subcontractor to submit their monthly and quarterly report on time and we review them thoroughly and take necessary corrective actions. Apart from this, we also request subcontractor to maintain the documentation of work performed on daily basis and submit it, at the end of the month.

11	How do you maintain and track unallowed and preferred candidate lists for your clients?	COGENT has invested a lot of time, effort and money in customizing JobDiva (www.JobDiva.com), an industry leading ATS system specifically designed for consulting and staffing services companies. This ATS system manages the entire lifecycle of a requirement and fosters a collaborative environment between various departments within the company (recruiting, sales, human resources, administration etc.) Our requisition tool is a cloud based software solution that allows us to track, streamline, and optimize the complete process of managing contractors and other types of contingent labor. It delivers the visibility we need to improve our performance while sustaining governance and compliance. We keep note of each meeting in our ATS system. This information is archived in COGENT's servers on a regular basis. Our tool also features an option for blacklisting the candidates that has been terminated from client side due to applicable reasons. Also, once a requisition is received, our recruiters would insert the required skill sets in our ATS and a list of preferred candidate would be automatically generated. Following the list generation, our recruiters will interview preferred candidates and submit to NYS if applicable.
		Also, below provided are the key features of our requisition tool: • From requisition to check, it delivers a complete insight and oversight into the entire contingent labor process. • Once a right project or person has been acquired, each step in the process (licenses and certification to drug screening and security access), is documented, captured and recorded within the system. • Depending upon the type of processes (pre-engagement, on boarding or off boarding), NDAs & certification to drug screening and security access, our requisition tool play's a dynamic and unique role in determining our overall compliance strategy. • It has the capability to automate workflows, requirements, positions, locations and more. • It manages services procurement and all non-employee labor providing us with true visibility in risk, cost, efficiency and compliance. • Business Intelligence engine, collective with report library, empowers managers and executives to gain strategic insights and make more informed decisions. • Our requisition tool allows us to track and monitor compliance, by location and position for various employees. • It has single, easy to use user experience which enables accessing HR and talent related activities and applications.

12	What is your escalation and resolution policy (in case an issue or emergency arises)?	COGENT always gives top priority to meeting customer's needs and resolving their issues. New York State (NYS) Office of General Services (OGS) management staff will have access to COGENT's local staff and key management to facilitate direct contact and communication with COGENT's management staff. Once an issue is raised or a requirement is received, an acknowledgement mail is sent back to the customer by the Account Manager within an hour. If acknowledgement is not received within an hour, the customer can escalate it to the next higher level. COGENT checks the status of an issue every hour till the issue is resolved. COGENT Key Management Executives work diligently with its clients to identify client's needs and to provide best resources for those needs using continuous effective communication channels. COGENT vigorously follows up on all staffing projects to ensure client/ personnel compatibility and satisfaction and monitor progress to ensure successful completion of each assignment. Continual detailed feedback from both employees and clients ensures that COGENT is meeting its goals. The feedback gathered helps COGENT to improve its consultant benefits, service offerings, and placement procedures. Whenever the New York State (NYS) Office of General Services (OGS) or any other personnel designated by the New York State (NYS) Office of General Services (OGS) communication via e-mail, telephone or other directed method to resolve a problem or make a change, the Account Manager is responsible for resolving the trouble and directly interfacing with State personnel. The issue is logged into COGENT's Issue Resolution system, and a ticket is generated. All correspondence is logged against this ticket to provide an accurate audit trail. The ticket is closed only when the issue is resolved. The Figure depicts COGENT's issue escalation procedure.
		Step: Identify issue Description of Activities: Identify issue by having one-to-one meeting with the NYS OGS onsite staff Responsibility: Account Executive/ Project Manager Step: Track issue/ Resolution –Level3 Description of Activities: • Interact with the concerned candidate or stakeholder. • Resolve the issue and convey the status to the candidate or stakeholder. • Escalate any unresolved issue to Level 2 & Update the Audit log. Responsibility : Account Executive/ Project Manager Step: Track issue/ Resolution – Level2 Description of Activities • Understand the issue, the affected groups, and the position of stakeholders • Determine a resolution and an appropriate plan of action. • Resolve issue, inform to the affected groups and COGENT Manager. Responsibility: Account Manager Step: Track issue/ Resolution – Level1 Description of Activities • Reach an understanding of the issue, the affected groups, and the position of the existing parties; • Determine a resolution; • Determine an appropriate plan of action; Inform affected groups, and convey to Executive Leadership

		Responsibility: Executive Management By putting the proper procedures in place and by having a transparent, repeatable process, COGENT ensures that State will have continual access to our COGENT management and staff in order to inform us of any issues or problems. Through the work of our Account Manager, State will have a constant resource to communicate the slightest issues that may arise. COGENT will be quickly able to resolve these issues and be able to resolve them following our straight forward issue escalation procedure. By already having issue resolution plans in place, COGENT can provide State with a straight forward and effective temporary staffing service. Following are few additional policies we follow: 1. People and absenteeism ☐ Back up personnel who service NYS OGS during high rates of absenteeism: All employees responsible for the Client Name account have been crossed-trained not only in the case of a pandemic, but also for any emergency and the appropriate procedures to follow regarding requests for vacation/sick leave. ☐ In the event infection is widespread, how our employees are prepared to work remotely?: With COGENT's Cloud based state of the art ATS system (JobDiva), Cloud based Google email, VOIP based phone systems, Cloud based HR system, Cloud based Accounting system, all COGENT employees can work remotely, and some COGENT employees often currently work remotely. ☐ Beyond normal customer service hours, our management team will be available 24X7 for NYS OGS: Program Manager: Justin Acord - Mobile: 412-889-7700; Email: justin.acord@cogentinfo.com President: Manu Mehta - Mobile: 412-901-5781; Email: Govt-Bids@cogentinfo.com
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.	Our account support model includes overlapping and supporting roles, so there is no "single point of failure" in our service. This includes primary and backup assignments, contingency procedures and communication protocols to maintain consistency with each staffing request and fulfillment activity. In short, we will not let you down when you need us. But in case, if New York State (NYS) Office of General Services (OGS) asks for replacement of temporary employee due to his/ her inability to perform the tasks set out by the client, we have a well-defined process to handle situations. COGENT Program Manager will immediately escalate to the senior management for corrective action. The request will be forwarded to the Recruiting team along with complete skill-set, qualification and experience requirement and other preferred areas like domain experience. We will: • Provide resumes to New York State (NYS) Office of General Services (OGS) within two business days for Lots 1, 4, 5, 6, 7, 8 & 9 and one (1) business day for Lots 2 and 10. • Facilitate the candidate interview with New York State (NYS) Office of General Services (OGS) project manager • Initiate the joining process of selected candidate. • Provide knowledge transfer to the new hired candidate. Consultant staff will be replaced in accordance with the procedures of their SOW. Resumes for proposed replacements will be submitted for approval. Replacement staff will meet the minimum qualifications for the position and generally are subject to an interview in addition to a review of their resume and qualifications. Prior work references will be checked. Where possible, the replacement staff will begin work prior to the original staff departure to ensure appropriate transition of responsibilities and knowledge. At a minimum, job shadowing is performed for at least one week before staff transition of the project.

		All the COGENT temporary employee are mandated to follow COGENT's well documented Transition (Knowledge Transfer) process. The temporary employee prior to leaving the client has to fulfill exit criteria and return the entire client's property (keys, ID badges, etc.) before leaving the client's premises. In addition, temporary employee has to report to the COGENT Account Lead and fulfill all the formalities. REMOVING A TEMPORARY EMPLOYEE AND HOW BILLING WILL BE HANDLED? COGENT believes that the best approach for remedying performance issues is to be proactive. We believe that building a great relationship with our clients and consultants is the absolute best way to stay ahead of any potential issues. Proper communication is key. Most potential issues can be handled in a positive, proactive way before they become a major issue. COGENT also monitors employee job satisfaction and performance through direct, consistent and scheduled contact by phone or in person with both the employee and his/her respective client supervisor. Another important aspect to minimizing potential issues is to provide the customer with the candidate that is the best fit for the opportunity upfront. COGENT goes through all the necessary due diligence steps required to ensure that the candidate is the best overall fit. If COGENT feels that a candidate could potentially be an issue for the client, we will not submit that individual to the client.
		If an issue arises which could not have been addressed on a proactive basis, we will address the issue with the client. We will identify the issue, discuss the action that needs to take place and finalize on a timeline that works best for the client. If a replacement is needed, COGENT will provide a similar or better candidate to the client and not charge the client for 2 weeks. COGENT will work out a timeline with the customer that works best for them for the replacement. After the above takes place, we will meet with the client to talk about the issue, why it occurred and discuss how we can manage the overall process better. For all projects, COGENT provides a performance guarantee of 2 weeks.
14	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.	On the base of our performance evaluation criteria which is discussed with the project officer supervising the candidate: 1. Practical knowledge of and experience in the field concerned: Did the consultant demonstrate practical knowledge and experience in the claimed areas of expertise? Were gaps apparent in the consultant's knowledge or did the consultant lack experience in one or more areas? Did the consultant demonstrate a professional appreciation of the problems that arose? 2. Ability to adapt knowledge and experience to assigned tasks: Did the consultant thoroughly investigate, understand, analyse, and report on all the aspects of the assignment? Were the client staff involved confident that the consultant would competently complete the assignment? 3. Initiative: Did the consultant propose any sound innovations? Was the consultant's method of searching for data practical? Did the consultant need more or less assistance than usual with the arrangements? 4. Productivity: Did the consultant complete all the tasks in the terms of reference? Were the consultant's tables, calculations, and other written outputs complete? 5. Ability to work with others: Did the consultant maintain cordial relations with client staff and counterpart officials? While on mission, did the consultant work cooperatively with the group? Did the consultant respect the local culture? 6. Adherence to COGENT's and New York State (NYS) Office of General Services (OGS), working regulations: Did the consultant work within New York State (NYS) Office of General Services (OGS), and the COGENT's normal procedures and regulations?

		7. Quality of work completed: Assess whether the quality of the temporary employee outputs was fully satisfactory. Was the temporary employee's report or contribution to the team's report well organized, clearly and simply written, without jargon? Did the consultant present his or her conclusions logically and convincingly, with adequate references? Were the consultant's inputs and outputs complete, covering all the requirements in the terms of reference? Did the consultant's report cover all the issues raised? We keep note of each meeting and use the latest CRM (Customer Relationship Management) tools to document related information.
15	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.	Yes, we use below mentioned link to validate licensure and/or accreditation information of candidate for Health Occupations: http://www.op.nysed.gov/opsearches.htm
16	What is your current fill ratio?	100%
17	What is your current turnover rate for your temporary workers?	Less than 3%
18	What type of programs do you have to limit absenteeism and turnover?	Employee retention is crucial for the growth of any staffing firm. To ensure retention, it is important to provide a competitive compensation package because, as a team who cares about people, COGENT realizes the importance of medical benefits and healthcare for our employees and their families. Our compensation plan appeals to our employees while also positioning our company to further attract qualified candidates. Collectively, our strategy to attract & retain high-quality workforce includes but not limited to Competitive salaries, top notch benefits, performance bonuses, formal and informal trainings (at no cost), technical certifications (at no cost), travel & relocation assistance in-between projects and a host of other tangible and intangible benefits reduce employee turnover and encourage employee excellence, which is helping us to maintain an excellent retention rate of 96%. Below mentioned is the detailed description of our strategy. • Improving the work environment □ Salary: We try to ensure that we are providing the best pay wages to the employees than those available in the competitive market. □ Offering Potential for Advancement: We provide our employees with opportunity to achieve the non-tangible benefits of recognition and advancement. We reward exceptionally smart, resourceful, and hard-working employees by gradually increasing their responsibility and giving them more important titles. □ Rebalancing Work Load: We ensure that none of our employee's work is stressful, monotonous or extremely difficult. If such situation arises, we rebalance the work load by distributing it among other potential employees. □ Competitive Benefits: As described in above section, we provide number of benefits namely health insurance, 401K plans etc to our employees which enables us to reduce the turnover rate and retain our employees.

	☐ Encouraging friendly employee relationships: We don't let our employees' job to become a source of boredom or dread, instead we try to foster a warm, open environment at work. • Improving HR Practices ☐ Hire More Selectively: We make sure we hire the right person in the first place to keep our employee turnover rate less. Picking employees that have exactly the right qualifications and personality for the job we are hiring for ensures that they'll learn quicker, perform better, ☐ Employee Reviews: We conduct regular sessions with each of our employees and discuss about their likes and dislikes about their job. This ensures that employees feel valued and see their concerns being acknowledged. • Organizing for Employee Retention ☐ Retraining Managers with High Turnover: We strongly consider re-training any problematic managers before firing them and searching for replacement, as one-time cost of a short management course is usually much less than the time and money wasted in replacing an employee in a high-paying, highly-skilled management position. ☐ Avoiding constant reorganization: Frequent reorganizations can lead to a culture of fear and uncertainty in any company's workforce and encourage them to seek other, more stable jobs. To avoid this unfortunate situation, we try to avoid frequent restructuring of our workforce.
	• Training ☐ Training and Personal Skill Development: COGENT views training and personal skill development as an important part of employee development. Employees undergo continuous training in various technical and project management disciplines. This provides continuous, well-trained and knowledgeable staff throughout the project lifecycle. ☐ In-House Cross Training Program: COGENT houses an internal training division whom is responsible of ensuring employees are most up to date on the newest technologies. This division also cross trains our consultants in different technologies. Both play a big role for us to ensure our consultants are always at the top in their skillset and will be able to provide services to our clients at the highest level possible. Apart from this, we maintain contact with our consultants to ensure their availability and commitment for future extensions, thereby avoiding increased costs involved in new recruitment and orientation. COGENT understand Temporary Personnel have a high stress job and it is an area that is known to have the highest absenteeism and attrition. It is no wonder then that just providing them with a salary is not enough, so COGENT has made a very flexible employment class plan and that is available for our temporary personnel can choose from. Today our temporary personnel can chose from HIB (Hourly Individual Benefit), HGB (Hourly Group Benefit) or salaried employment class.
	Depending on the employment class they choose - they may be eligible for some or all of the below benefits and additionally, we provide bonus to our temporary employees to turn down the absenteeism rate, Each eligible employee who meets the above standards will be paid a bonus award as noted below: . Full-time employees, at 40 hours: \$2,500 . Part-time employees, at 30 hours: \$1,875 . Part-time employees, at 20 hours: \$1,250 Benefit plan - A complete insurance package, which includes health, dental, vision, life and disability insurance. (Available after 60 days of employment. COGENT contributes 40% of the cost of these.) - 401 (k) plan with employer matching; COGENT matches 25% of the first 7% of employee contributes (All our employees are eligible to participate in a company sponsored 401k plan with COGENT on the 1st of the month following their hire date). - Holidays and Vacation are identified together as Personal Days (Time begins to accrue at date of hire). COGENT contributes 100% for this. Employee accrues 6.66 hours per pay period up to a maximum of 200 hours. (Accrual begins on date of hire.) COGENT contributes 100% for this.

		Sick Leave - employee accrues 1.66 hours per pay period towards Sick Leave (Accrual begins on date of hire). COGENT contributes 100% for this. - Bereavement Leave for death of a family member (Begins on date of hire). COGENT contributes 100% for this. - Jury duty of up to 2 days paid with proper court documentation (Begins on date of hire). - An employee stock bonus program. This program is an ERISA(Employee Retirement Income Security Act) governed tax qualified profit sharing plan under which a Trust holds shares for the benefit of participating employees. COGENT contributes 100%. The first step to outstanding performance is for the individual consultants to remain on the job for the duration. COGENT offers to all contingent employees a 401(k) with 25% matching. This is an efficient way reward continued good performance and loyalty. Likewise, we have an established ESOP program with over 800 participants most of which are our contingent staff. Here the company contributes 100% of the annual donation and the vesting matches the 401(k). In addition to global programs, we allow client needs to drive such client specific programs. For example, in some of our call centers we have established attendance prizes for perfect attendance and tenure bonuses that align with position and program needs.
19	What is your current absenteeism rate for your temporary staff?	2%
20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	We at COGENT, have effectively managed our clients' fluctuating needs of resource for past decade and have successfully satisfied their requisitions. We understand recruiting sufficient human resources for seasonal busy periods is challenging but we have various strategies to achieve success in between flexible requisitions. • We use various channels for sourcing and have a large number of applicants/ pre-screened candidates. We also use various universities and local colleges as sources for seasonal staff that ensures we fill all gaps in our organization when unexpected demands arise especially for back -office tasks and process roles. • We have great work environment & attractive referral program and we also use our website and well promoted social media to reach our target candidate pool. This transition realizes better quality of hires and significantly reduced recruitment costs and time to hire. • We allocate resources for early on boarding and adequate training. We use hired employees that have worked for us before and have list of seasonal workers on-call who are willing to come back in subsequent years. This gives our company plenty of time to on board staff before the busy time arrives. • We also provide incentives to existing staff to train incoming temporary staff. By seeking the input of existing staff with respect to the type of staff to hire and plan training sessions to avoid feelings of insecurity assessment. We also have referral schemes for additional temporary staff.

		Ensuring the proper qualifications of the prospective employees is paramount. COGENT employs a meticulous vetting process, combining our understanding of environment, customer and requirements with our relevant experience in staffing federal, state and local organizations. Our dedicated account management team operate rigorous quality assurance plans in all aspects of recruitment, vetting and registrations to ensure that all our candidates exceed the regulatory standards set by the Client with low turnover. We have a robust candidate screening and selection process that make us able to provide right talent for right project. We deliver the qualified and best temporary labor that make perfect fit according the requirements and support the clients to achieve their business objective with every position. COGENT vetting process includes following procedures: Steps: Prescreening – Recruitment team of COGENT provides position overview, introduces company and benefits to the Candidates and evaluate general aptitude of the candidates; execute a comprehensive prescreen that confirms motivation, experience, salary, skill level, clearance, and potential fit for the Client culture Owner Recruitment Team Steps: Screening – Recruitment Manager at COGENT verifies certifications with certificate requests through verification sites and check candidates' motivation to join/change current jobs. Owner Recruitment Manager
		Steps: Skills Evaluation – Account Manager and SMEs Conducts detailed interviews including 4 level skill test; checks effective communication, leadership, expertise, creativity, analytical thinking, and problem-solving capability over a multitude of the State task areas to see if they fit. Owner Account Manager/ SMEs Steps: Background Check- COGENT conducts detailed background check of the candidate and share the status with client. We only consider those candidates for further process who clear all checks "Listed below in Background check response section". Owner HR department

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).	COGENT does not envision engaging any subcontractor(s) at this time to fulfil the requirement of New York State (NYS) Office of General Services (OGS) for Solicitation: 23246, Group 73003-Administrative Services-Temporary Personnel (Statewide). COGENT has supported diverse partners on multiple projects. COGENT is a recognized Minority Business Enterprise and has forged value-based bonds over a period with over 75 staffing companies (majority of whom are MBE/WBE/SBE). We participate in various summits and small business/DBEs meets to increase our pool. COGENT has recently subcontracted with below mentioned subcontractors on various contracts. Subcontractor: Genesis Professional Solutions, TX Type: SDVOB Percentage of Subcontracted: 19% Subcontractor: Absolute Staffing & Consulting Solutions, MD Type: WBE Percentage of Subcontracted: 30% Subcontractor: Regiment Technology Group, NY Type: SDVOB Percentage of Subcontracted: 6%
		Subcontractor: ANR Consulting Group Inc., TX Type: MBE Percentage of Subcontracted: 30% Subcontractor: BKJ Global Management Consulting, LLC Type: MBE Percentage of Subcontracted: 20% Subcontractor: Global Force USA Type: MBE Percentage of Subcontracted: 25%
		Whenever a need for subcontracting arises, we send out invitation for subcontracting via emails, calls, meetings etc. to subcontractors available in our pool to discuss regarding the opportunity. We receive responses from multiple interested subcontractors. Once the interests have been received, we request the interested subcontractors to respond to our subcontractor qualification questionnaire. The questionnaire requests for information related to subcontractor firms general information, financial information, key staff and project experience. After receiving the qualification questionnaire we evaluate it based on the mentioned criteria and depending upon the potential of the contract we select the top firms for subcontracting.

22	What are your recruitment policies?	COGENT gives our clients a competitive edge in recruitment through our network of Recruitment Centres which leverage leading tools, technologies, and our proprietary process methodologies to help identify a more refined, targeted pool of candidates for job profiles. Our team of experienced Sourcers and Recruiters are geared towards providing round-the-clock coverage on candidate searches. Our team understands technical and non-technical criteria for hiring requirements and develops a sourcing and recruiting strategy for each client need fulfilling them with minimum down time. Our network seamlessly identifies high-quality candidates, ranks, categorizes, prioritizes and submits them to our client with precision. We strongly believe in combining technology and the "human touch" for our sourcing and recruiting activities. This strategy affords the company to Personalize, Differentiate and effectively Network with its prospective hires. Our sources of our candidates include but not limited to COGENT's Talent Pool, Time & Tested methods (Job boards, ATS, Career Fairs, Employee referrals), Social Media/ Company Website, LinkedIn recruiter, Advanced technologies (Stack overflow, Google/Yahoo groups, github, apps for sourcing from various social media sites etc.) and Industry Partners. We stay in constant touch with our consultants to ensure their availability and ensure that they stay committed for future extensions, thereby avoiding cumulative costs in new recruitment and orientation. Also, resume of each candidate we submit to the client is being stored in our Applicant Tracking System (ATS) and is kept forever.
		We use multiple methods for sourcing and have a large database of pre-screened candidates. COGENT's employee base, referral program, and existing recruiting force have lent COGENT the ability to meet client requirements in some of the hardest to find skill-sets and on large-scale projects that require teams of resources. COGENT's vertical market experience with its clients over the years has invariably created a pool of existing employees and resources from referrals and/or in our database, from which COGENT works with on an on-going basis. This talent pool has taken shape in such a way that we have seen many clients come to COGENT for conceptually similar functional and technical needs that we were prepared to respond to give our business structure and how we operate. We allocate resources for early on-boarding and adequate training. We use hired employees that have worked for us before and have list of seasonal workers on-call who are willing to come back in subsequent years. This gives our company plenty of time to on board staff before the busy time arrives. SOURCING We strongly believe in combining technology and the "human touch" for our sourcing and recruiting activities. This strategy affords the company to Personalize, Differentiate and effectively Network with its prospective hires. Following are our sources of our candidates: o COGENT's Talent Pool Our ATS system currently comprises an ever-growing database of about 2.2 Million resumes of highly qualified talent available in the United States. There is a dedicated team of recruiting professionals whose sole task is to constantly keep adding qualified resumes to this database. We are targeting to reach a resume database size of over 3.5 million resumes by the end of 2022. This provides us with a competitive edge and ensures quick turnaround time. Currently, Our database comprises of 132,000+ (approx. 6%) resumes that are from State of New York and neighbouring region.

	o Job Boards and Career Sites Our recruiters utilize sites such as Career Builder, Monster, Dice and Indeed to find candidates who aren't on our internal tracking system. These databases contain millions of resumes that span different industries, experience levels and geographical locations. To source a perfect candidate for any role, these act as gold mines for our recruiters. o Social Media/Company Website LinkedIn acts as one of the most popular recruiting tool for our recruiters. Each of our recruiter has got a recruiter account which allows them to search for candidates based on their work history, job title, or college. One of the primary advantages for our recruiters is finding qualified candidates on LinkedIn who would be otherwise impossible to be located as they won't be actively looking for jobs. Apart from this our recruiters also utilize various other sources of social media namely Facebook, twitter etc. On our company website we advertise company's open roles and build employer brand. o Networking Events We still consider industry networking events as best way to make connections, for both recruiters and candidates. Our recruiters attend specific industry or event related opportunities to: • Network with active job seekers • Meet professionals in the industry they staff for • Identify candidates who are strongly engaged for future hiring purposes • Learn more about positions in the field that they hire for
	o Employee Referrals We consider employee referrals to be strong candidates. This allows our recruiters to save a lot of time hunting down for candidates when they get referrals passed along to them. o Advanced Technologies Various technologies like Stackoverflow, Google/yahoo groups Github, Behance, Mogul, We Work Remotely etc. are being utilized by our recruiters to find candidates of specific kinds. o Fulfilling Sourcing Requirements Our recruiters are trained stay up to date with the latest technologies available in the market to handle clients fluctuating requirements. To ensure the same, our recruiters review/attend/analyse the below mentioned events/entities. This process has resulted in successful and smooth delivery of services to the client involving use of new technologies. o Events Our recruiters attend industry events on a regular basis. This helps them gain knowledge on new technologies & trends. Also, it provides a platform to make new connections in the recruitment field. o Webinars On a frequent basis, our recruiters attend webinars to ensure they regularly hear from industry experts. The webinars are attended through various sources including but not limited to Glassdoor webinars, LinkedIn Webcast etc.
	o Industry Reports Our recruiters draw from the data that's constantly being collected within the same industry. They examine industry reports available in the market (ex. LinkedIn's Global Recruiting Trends Report) to analyse which technologies are trending and available in a particular region of world. o Niche skill talent pool COGENT maintains a talent pool of candidates possessing any niche skills or having worked on any new technologies. This pool is being utilized to fulfil client requirements which require work on any new/emerging technology. After finding the 4-5 candidates per requirements, the screening process is triggered. PRELIMINARY SCREENING Recruiters initially screen resumes for basic requirements of all applicants for a position. The screen covers the basic qualification information including: - o Availability - o Suitable Educational Qualification - o Requisite number of years of work experience in relevant technologies or functional areas - o Accurate project duration dates, references for last three or four projects - o Requesting work samples from previous projects he/she worked on. - o Initial verification of skill-set and summary of technical knowledge - o Additional HR related information will be gathered (W2, I-9 etc.)

		IN-DEPTH SCREENING o Review of Job Duties at Most Recent Placement (s)/ Validating Pre-Employment Experience The role of the Recruitment Manager (RM) is to work closely with the Account/Sales Executives and the client to understand technical and functional needs of a requirement/position. RMs have a technical background and are all former field employees with practical technical project experience of no less than 5-7 years with COGENT. Once the RM receives a resume from the recruiter for a position a very detailed technical screen takes place including a very detailed discussion of all projects on the resume to verify that the resume best reflects the technologies used, where and how each skill was used, what type of applications the project entailed, and overall role of the candidate on the project. In this phase we verify the employment history to confirm the work experience conveyed by the candidate to us and to be sure the candidate possesses the best suited professional background and appropriate work experience required for this position. As a part of verification, we directly contact the candidate's previous company to confirm the information provided is true. Also, we request W-2 or other document as proof of work history from candidate. Above all, we perform a technical skills test which will measure the candidates' technical abilities as compared to others with the same and/or similar level of expertise.
		o Credential Verification Once this initial discussion is completed, the Recruitment Manager will verify all references, verify education qualification, any/all relevant certifications listed on the resume, and subsequently determine whether or not the candidate is appropriately suited technically and functionally for a particular position. o Ensuring Contractors Eligibility to Work in United States Prior to presenting candidates to clients, COGENT verifies their status, which could be one of: Citizen, Green Card, and Requires Work Authorization. Citizens and Green Card holders are automatically eligible to work for COGENT in the United States. If candidates require work authorization, COGENT first ensures that the candidate has maintained proper status in the past and is eligible (as defined by the Immigration & Naturalization Service of the United States) to obtain a work permit. COGENT's Legal & Immigration department files and maintains a non-immigrant work permit petition in full compliance with all Department of Labor and INS guidelines & requirements; with respect to prevailing wages, eligibility, Public Access Files etc. Our Legal & Immigration department tracks in detail the work authorization status of all employees and files required renewals in a timely fashion.
		o Reference Check & Reason for Leaving Last Assignment Every perspective candidate is accepted only after obtaining a complete reference check. In this process we evaluate various factors like performance, attitude, and aptitude with three former employers and we also verify Reason for leaving last assignment. The references also provide COGENT with a broad understanding of the candidate's technical background, strengths, and areas of needing improvement but also their work ethics and social skills. A minimum of three supervisory references of recent 5 years' experience is the minimum number of references required. COGENT also does the following to ensure the references given to us is credible: - All email addresses given must be employer email addresses. - All references given must be Management level personnel who can discuss the candidate's skills objectively. - If the reference has a LinkedIn profile, we will review it to ensure validity. After the Recruitment Manager has approved the candidate, the resume will be sent to the Subject Matter Expert (SME) and the Account Executive. Review of Skills and Discussion A Subject Matter Expert (SME) is assigned to work with a Sales/Account Executive and designated accounts to become as familiar with the account as the Sales/Account Executive and the technical environment of the client. The SME speaks with the candidate to further qualify the candidate and inform them candidate of the account details, location, project information (technical requirements, functional requirements, type of applications, team size, and other relevant technical/functional information the candidate may have questions about.). Every skill critical to the completion of assigned deliverables is identified and assessed in terms of the level of skill required (a scale of 1 to 4 is used where 1=Proficient and 4=Novice) using the below matrix. Only when it's established that the candidate meets or exceeds the qualification of the position, the SME approves him/her for submittal to the client.

	Once the candidate has been approved for submittal to the client by the SME, the SME will recommend to the Sales/Account Executive to submit the candidate to the client for a requirement. Our above-mentioned manual process ensures our clients get only the best resources available in the job market. Our Process for Interviewing COGENT conducts detailed telephone interviews with prospective candidates to gain a full understanding of their skills, experiences and aspirations; if they match client's requirements, we will fully brief them about the role, client and project. COGENT present's pre-screened candidates to client in the format of client chooses, which can be through online Applicant Tracking System (ATS) or emailed in a certain format. Referring to the previous point, we never submit the resume of an applicant who has not been briefed about the role, client and project. Once client reviews the profiles submitted and selects the candidates, COGENT coordinates the interview process for client. It includes but not limited to arranging Telephone/Skype, in-person interviews and facilitating remote technical assessment where required. If required, we can also host interviews at our offices in Irving, TX and Pittsburgh, PA. COGENT also proactively coordinate the process of collecting and disseminating post-interview feedback from both candidates and interviewers.
	Our Hiring Verifications and Policies Once we receive green flag from the client, we perform multiple other checks as requested by the client, which may include but not limited to E-verification, Drug Test, Finger Printing and Background Verification (i.e. SSN validation, federal criminal, criminal felony & misdemeanor, employee credit, national Sex offender registry & Widescreen Plus). If a candidate has an alias name, we conduct the other 3 checks again under the alias name. We also conduct illegal substance testing in the US for all confirmed candidates. Apart from this, prior to any work commencing, COGENT conducts an orientation session with the placed consultant of what is required daily and what is expected from the client. This orientation is critical to the success of the project because it clearly focuses on what the duties and responsibilities of the placed consultant are daily and the necessary workflow to follow. Every COGENT employee is provided with an employee handbook which details all employment standards that every employee must follow. The following are the minimum employment standards that employees are required to adhere to: 1. Conduct all professional activities as per the Job Description (JD) provided to them. This JD is in-sync with the JD provided by the client. 2. Strict adherence to client's work schedule, policies and procedures. 3. Advance notice and approval for vacation time to be obtained from both COGENT and Client supervisor. 4. All time cards to be duly approved and signed by approving authority at the client site. 5. All overtime to be pre-approved by the supervisor at the client site and this information to be relayed to reporting manager at COGENT. 6. Adherence to public holiday schedule followed at the client site. 7. Immediate issue escalation to the reporting manager at COGENT. 8. No personal phone calls during office hours. Internet usage strictly for work purposes. 9. Wear professional attire as per client requirements. 10. All issues pertaining to salary, benefits etc. to be discussed only with the reporting manager at COGENT.
	Onboarding Process Once the negotiation phase is over, we move on with the candidate on boarding process. This involves all the necessary documentation and steps involved in preparing the candidate to commence work as well as ensure that they assimilate well into the client premises on the first day and beyond. On boarding documentation which we take care of are Letter of Offer, Tax File Declaration Form, employee superannuation form etc. When new staff joins the project, the Account Manager provides an orientation to the project. The orientation discusses the following topics: • Background of the project. • Status of the project. • Specific job duties and expectations. • Introduction to the staff and consultants. • Overview of the facility and infrastructure. • Project processes overview, including time reporting, attendance, and status meetings. • Review of confidentiality and conflict of interest. Process to Ensure Customer Satisfaction/Our Performance Standards We believe that, quality of hire is the top most performance KPI. Because it is what makes the recruiting process worthwhile. We use below mentioned metrics to check our quality of hire.

		COGENT's commitment to Total Quality Management ensures that our clients receive the highest level of value added service. From our adherence to leading quality standards to our use of quality control processes for technical testing, reference and background checks, and consultant training, COGENT has demonstrated a dedication to excellence that has enabled us to significantly enhance the value proposition that we offer our clients. We follow below mentioned process: Our dedicated account team will be in contact with consultants on regular basis. For the first three (3) months, we will schedule monthly meeting for respective consultants with Account Manager and the client. After this period, account team will schedule meeting after every two (2) months. Below mentioned is in-details description of each meeting. 1. Meeting I - At 1month completion We schedule this meeting to evaluate our consultant's performance and discuss about challenges faced, key achievements, required trainings to accomplish upcoming stages of the project and other required support to deliver the required services. 2. Meeting II - At 2 months completion We schedule this meeting to know, whether we can efficiently and effectively deliver the pre-defined deliverables as per the timeline? Or are we on the right track to deliver the pre-defined deliverables as per the timeline? 3. Meeting III - At 3 months completion We schedule this meeting to discuss our consultant's performance and project status. We also discuss about challenges faced, key achievements, required trainings to accomplish upcoming stages of the project and other required support to deliver the required services. Also, we request the project officer supervising the temporary personnel to fill the performance evaluation sheet via email.
		Further, below specified is our performance evaluation criteria which is discussed with the project officer supervising the candidate 1. Practical knowledge of and experience in the field concerned Did the consultant demonstrate practical knowledge and experience in the claimed areas of expertise? Were gaps apparent in the consultant's knowledge or did the consultant lack experience in one or more areas? Did the consultant demonstrate a professional appreciation of the problems that arose? 2. Ability to adapt knowledge and experience to assigned tasks Did the consultant thoroughly investigate, understand, analyse, and report on all the aspects of the assignment? Were the client staff involved confident that the consultant would competently complete the assignment? 3. Initiative Did the consultant propose any sound innovations? Was the consultant's method of searching for data practical? Did the consultant need more or less assistance than usual with the arrangements? 4. Productivity Did the consultant complete all the tasks in the terms of reference? Were the consultant's tables, calculations, and other written outputs complete?
		5. Ability to work with others Did the consultant maintain cordial relations with client staff and counterpart officials? While on mission, did the consultant work cooperatively with the group? Did the consultant respect the local culture? 6. Adherence to COGENT's and New York State (NYS) Office of General Services (OGS) working regulations Did the consultant work within New York State (NYS) Office of General Services (OGS) and the COGENT's normal procedures and regulations? 7. Quality of work completed Assess whether the quality of the consultant's outputs was fully satisfactory. Was the consultant's report or contribution to the team's report well organized, clearly and simply written, without jargon? Did the consultant present his or her conclusions logically and convincingly, with adequate references? Were the consultant's inputs and outputs complete, covering all the requirements in the terms of reference? Did the consultant's report cover all the issues raised?

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.	Below provided is a brief summary of our plan to successfully provide services to the New York State (NYS) Office of General Services (OGS) Phase 1 - Project Kick-Off Meeting - COGENT's Program/Account Manager, Mr. Justin Acord, will meet the New York State (NYS) Office of General Services (OGS) representative to introduce each other. At this meeting, we will discuss and gather information for at least the following: • An in-depth understanding of the New York State (NYS) Office of General Services (OGS) needs. This will include but will not be limited to reviewing the New York State (NYS) Office of General Services (OGS) descriptions, expectations and requirements, assessments needed, etc. • Understanding the order process of the New York State (NYS) Office of General Services (OGS) (approval process, ordering sources/methods, etc.) • Analyzing the New York State (NYS) Office of General Services (OGS) and various departments' orientation procedures including employee handbook, reporting process, timekeeping, etc. • Determining preferred placement method (resume, interview, direct send) • Determining temporary personnel transition process from the incumbent to COGENT • Determining preferred follow-up process and conducting a safety walk-through tour and/or schedule.
		Phase 2 - Customization - After getting inputs from the Project Kick-Off Meeting, COGENT will accordingly assemble a team of professionals (Resource Manager(s), Sourcer(s), Recruiter(s)) headed by our Executive Vice President - Sales, Mr. Justin Acord. We will be providing services to the New York State (NYS) Office of General Services (OGS) from our New York, NY Office. We will develop a detailed approach for recruitment plan tailored for the New York State (NYS) Office of General Services (OGS) to ensure only the best of qualified consultants are made available to support various projects/services for the New York State (NYS) Office of General Services (OGS) projects. Phase 3 - Execution - As per the already developed recruitment plan, COGENT will begin serving the requirements by assembling temporary personnel required to serve the specific requirement. Our recruitment cycle has been included in the further sections of the proposal. Further process will include performing background checks prior to releasing them on the State agency projects. Assurance meetings monthly (or as desired by the New York State (NYS) Office of General Services (OGS)) will be scheduled to check if the consultants provided are meeting and exceeding the New York State (NYS) Office of General Services (OGS) expectation. COGENT will address and rectify any unsatisfactory performance issue with utmost priority. Phase 4 - Management & Compliance - COGENT stays in touch with our clients on a 24/7/365 basis right from the contract execution for any assistance and aide. We will make any necessary changes and improvements as recommended conducting employee evaluations, quality checks, monthly meetings for the first three (3) months, and ongoing account reviews. We stay in constant touch with our consultants to ensure their availability and ensure that they stay committed for future extensions, thereby avoiding cumulative costs in new recruitment and orientation.