ATTACHMENT 5 - BIDDER INFORMATION QUESTIONNAIRE
Solicitation Specific Questions

Bidder Name:	Essey Group, LLC dba The TemPositions Group of Companies

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.

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.	Recruitment To build our candidate pools, our initial focus is on referrals. We find the "pre-screening" done on the part of the referrer has historically provided us a higher quality and more reliable applicant pool from which to select our employees. A large portion of our professionals are referred to us by existing employees, client firms, industry professionals and local organizations. To further boost our referral volume, we introduced a referral program which is accessed through our employee mobile app. Through the app, our employees can see all our open positions, refer friends to fill appropriate roles, track referral status, and watch their referral bonuses grow. (A screen shot of our "Refer a Job" program is included as A-1.) Our teams are already skilled in continuously building pools of qualified candidates within the skill sets listed in Attachment 10: Job Descriptions, since those are many of the skillsets required by our other clients, too. As a result, we can deliver outstanding talent expeditiously. We also attract candidates by maintaining a strong presence on the Internet, through our own site, TemPositions.com (and each of our division's individual sites as well, such as AcctPositions.com, CompuForce.com, etc.); social media; and our extensive paid subscriptions and job postings to job platforms such as ZipRecruiter, Dice, CareerBuilder, Monster, Indeed, and LinkedIn. We try to include video in most of our job posts as it boosts viewership by a large margin. (Links to two recruiting videos are shown labeled as A-2.) In addition, we use Craigslist, America's Job Bank, ZoomInfo, Glassdoor, Facebook, Google jobs and various other skill or demographic-specific sites, such as theposselist.com for attorneys and paralegals or NABA, the National Association of Black Accountants, outandequal.org, diversityjobs.com, colleges and universities, social service organizations, and government sites. This broad network will be especially important in servicing the diverse needs of a project of this size and scope. (A graphic depicting our recruiting sources is shown as A-3.) You will note we also included Intellistaff in the graphic of sites we rely upon. Intellistaff is our proprietary Applicant Tracking System designed to give our recruiters the ability to search for candidates while working within our own system – as opposed to logging onto various sites looking at various candidates and then trying to import prospective candidate details into our system. Intellistaff utilizes "spider technology," allowing recruiters to simultaneously search multiple internet resume sources at once compare them against the hundreds of thousands of resumes we already maintain from applicants who have applied for other jobs over the years. The most appropriate candidates are displayed in ranked order against the particular job. (A graphic depicting our propriety candidate search capability is shown as A-4.) But on top of that, through our work in coordinating the staffing for the NYS Department of Health's mass vaccination and pop-up sites, we have built a consortium of 35 local NYS staffing firms who served as subcontractors on the project with us, many of whom are M/WBEs, and helped us deliver over 5,000 people in both non-clinical administrative as well as clinical roles. We plan to rely upon this same consortium model for this engagement, amplifying our recruiting capabilities many times over. Selection and Screening Our recruitment methods have been so successful that we routinely receive thousands of applications over the course of a week, boosting our talent network to hundreds of thousands of candidates. The key challenge when handling this volume of candidate inflow is to efficiently screen, select, and on-board the right candidates. We developed a proprietary system to automate the screening and selection process to a great degree, allowing us more time to focus on delivering on a client's unique requirements. The process works as follows: 1.Applicants respond to our job posts using one-click-apply, allowing us to capture a high number of unique applicants. 2.Our system parses each resume, using Sovren technology, to categorize their skills and experience and match them against the skills and work experience required in the job description. 3.Candidates who match the job's specifications are further screened using automated chat bots. These chat bots are custom built according to specific qualifying criteria and pre-employment standards and reach out to candidates via text or email. In a truly leading-edge format, each question is dependent upon the prior answer given to personalize the interactive question/answer experience. 4.Should a candidate positively pass through the chat bot campaign, they are given access to our interactive scheduling tool, to schedule a one-on-one interview with one of our recruiters. Prior to the interview, depending upon the position, they are also sent a selection of on-line tests from our ProveIt! Library of thousands of validated tests (discussed in our response to Question 2 below). We review these test results prior to the interview. Depending upon location, these interviews are done either in person or through a virtual-meeting platform. While we had historically conducted interviews strictly in-person, the COVID-19 pandemic has shown us we can interview just as effectively via online video interviews. This method speeds the qualification process for urgent needs. In the future we will adopt a blended approach to in-person and video interviewing, to make the process as convenient as possible for our applicants. We structure the interview to evaluate their applicability for the job, alignment with our client's qualifications and required credentials, work history and the intangible elements of communication, professional appearance, demeanor, and other soft skills One way that soft skills are evaluated is by asking behavioral questions during the interview process, designed to elicit a telling response from the applicants, such as "Tell me about the last time that you had to apologize on the job." Of course, we can also create behavioral based questioning specific to the needs of OGS users and their expectations and we will ask for input on these types of questions at the start of the contract. 5.Following the interview, candidates are assigned an initial eRating in terms of their suitability for the position on a 0-5 scale. Only those candidates with a minimum rating of 4 are selected to complete our online eRegister application which will be discussed below. Once a candidate begins work, their eRating will be continually updated – rising and falling much like ratings on Amazon or Google, based on client ratings when timeslips are approved during and at the end of an assignment. 6.Candidates who do not match the specifications for a particular job are automatically matched against all our other open positions and then offered the chance to apply to positions that do match their experience. For instance, if an individual applies for a Senior Accountant role but is more appropriate for a bookkeeper position – they will be told they don't seem to match the qualifications for the Senior Accountant role and are then asked if they would like to apply to a bookkeeper job which is open. Importantly, this allows us to ensure that candidates who take the time to register with us are found an appropriate job and maximizes our yield on applications which is critically important in periods of tight labor supply such as now. Onboarding Our online platform, eRegister, walks applicants step-by-step through the application process without the need for traditional "paperwork." Through eRegister, we ask our applicants for their employment eligibility, banking and tax information, and to read and agree to our terms and conditions. This information is then securely stored in Intellistaff. This process cuts a traditional timeline into a completed registration in less than an hour. Some of the information eRegister collects includes: 1.Personal Contact Information 2.Work References 3.Confirmation on receipt of our employee handbook 4.Tax Information 5.Payment method and bank information (if required) 6.I-9 Employment Verification 7.Acknowledgement of our policy and procedures 8.Confirmation of receiving the NYS Wage Rate form 9.Approval to run Consumer Reports 10.Confirmation of Anti-Harassment Training

2	What are your testing, training and orientation programs for temporary workers?	Our testing, training and orientation programs are developed to cover both general requirements for all assignments (such as how to fill out a timeslip) and the specific needs of the client or the role (such as reporting procedures or specific protocols). These programs are customized and then delivered in writing, in person, via video conferencing, or through an online learning platform. As described in our response to Question 1, once the automated portion of the screening and selection process has been completed, we "tech-check" capabilities of candidates for positions where web-based skills testing is appropriate. To do this, prior to our interview process, candidates are emailed links to a curated list of tests depending upon their position. Their skills are measured against strict proficiency standards through our ProveIt! online testing library of over 1,200 validated technical tests. ProveIt! offer an exceptional breadth of assessments covering both general acuity and software-specific skillsets. At the start of the contract, in consultation with OGS staff, we will create custom test "bundles" for each job title as listed in Attachment 10: Job Descriptions. Before beginning an assignment with us, candidates receive general orientation and training on our policies and procedures. (See A-5 for an example of one of our training videos on how to record time on our mobile app.) In addition, as needed, we work with our clients to develop specific pre-assignment orientation and training protocols. For instance, for the 5,000+ non-clinical and clinical employees that we provided to the New York State Department of Health for COVID19 vaccination sites, we worked with the NYS DOH to develop a series of orientation and training videos that all employees, prior to arrival on assignment, take online. These include training on vaccination site procedures, "day in the life scenarios," HIPAA protocols, and other learning modules. A certificate of completion is produced at the end of each module and we require the certificate(s)to be uploaded into our system using our mobile app or web portal to ensure successful completion of all pre-employment requirements. Our compliance officer reviews each employee's file to ensure all required documentation is uploaded. (See A-6 and A-7 for a screenshot of how compliance documents are uploaded into our mobile app and then how our system can be reviewed to ensure compliance with requirements. As an added check, candidates cannot be assigned to an order until compliance confirms all required documents are uploaded.) Should OGS users have universal or position specific requirements, we will create custom orientations as necessary. For ongoing training, our employees are encouraged to continuously upgrade their skills by taking numerous free online tutorials we offer through ProveIt!. Employees are tested after tutorial completion and their records are appropriately updated. Employees who pass the testing phase receive an extensive one-on-one interview to evaluate their applicability for the job, alignment with our client's qualifications and required credentials, work history and the intangible elements of communication, professional appearance, demeanor, and other soft skills.
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.)?	Before activating a candidate in our database, we conduct reference checks with two previous employers. These are emailed automatically from our Intellistaff system using contact information provided during the eRegister process. We utilize a detailed online reference check form, the results of which are uploaded automatically into the candidate's electronic file. Phone follow-ups are performed, as needed, where we explain the requirements of a particular job to see if the reference thinks they would be a good fit based on their prior experience. Regarding criminal background checks, since running them increase costs, and the use of them has been discouraged by the EEOC, NYS Department of Labor and the NYC Division of Human Rights, we do not routinely run criminal checks on every candidate, so that our clients do not incur unnecessary costs for checks they do not require. Instead, we prefer to allow our clients to determine whether a criminal check is necessary and ask them to select the background checks that are most relevant to the type of worker they are seeking or to be in line with their existing hiring policies. In partnership with our background check provider, Candid Research as well as other partners such as Mobile Health, we are able to provide the following background checks at the request of the client and where local, state and/or federal law allows: SSN Trace / Address History, County Criminal Records Search, State Criminal Records Search, Federal Criminal Records Search, National Criminal Database, Sex Offender Registry, Global Sanctions, Healthcare Sanctions (FACIS®), Healthcare licensure, Motor Vehicle Driving Records (MVR), Commercial Drivers License Info System Records (CDLIS), PSP Crash & Inspection History Report, DHS E-Verify, SSN Verification (CBSV), County Civil Records Search, Federal Civil Record Search, Employment Credit Reports, Social Media Reports, Drug Testing (up to 10 panel), Employment Verifications and Education Verifications. While we can check some elements of background screening that date back several decades, such as Employment and Education verifications, the Fair Credit Reporting Act (FCRA) only allows consumer reporting agencies (CRAs) to report civil suits, civil judgements, arrest records and other adverse information that goes back seven years, which is all we request of them.
4	Do you agree to perform the background checks as identified in the Solicitation as requested?	We agree to perform the following background checks for all Job titles which are performed in person, including Lots 1, 4, 5, 6, 7, 8, and 9 and only on Lot 2 and 3 titles if requested by the Authorized User. As per Attachment 11, we will start the employment of a replacement candidate prior to the completion of a required background check at the discretion of the Authorized User. The criminal background check will have been performed no longer than 6 months from the start of the assignment. The background checks performed will be: Criminal history record check including a) a national criminal history check, and b) state and county criminal checks using the NYS Office of Court Administration (NYSOCA) and comparable searches of states where the person lived, worked or attended school during the past five (5) years. We may elect to obtain the record of convictions from NYSOCA directly and from their equivalents from other states where the person lived, worked or attended school during the past five (5) years. For positions in which the Candidate may be working directly or indirectly with minors, the elderly, or incapacitated individuals, we will conduct a check on the NYS and National Sex Offender Registry. Additional checks will include: verification of previous employment for the past five years; verification of educational background; verification of social security number and U.S. citizenship or legal resident status; and, for Lot 10 job titles where driving a vehicle may be a job requirement, review of the NYS Department of Motor Vehicles driving record. While the RFP states that the Contractor shall provide the results to the Authorized User, as the employer of record, it is our responsibility to review the findings and make the employment eligibility determination. To reduce risk to the State and the OGS Authorized User for claims of discrimination or wrongful hiring, we suggest that the Authorized User not be presented the results but rather that the determination of employment suitability be based on our independent review of the findings, as relates to the job responsibilities and Suitability Determination Guidelines offered by OGS in Section 6 "Terms and Conditions" of the Solicitation documents. We would then indicate to the Authorized User that the selected candidate is deemed suitable for the assignment after evaluating their criminal background results. However, we will comply with the RFP protocol if required.
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?	Throughout each employee's assignment we want to ensure excellence; therefore, our system automatically evaluates our temporary employees' attendance and punctuality by comparing their submitted time records with the hours specified in the assignment. Any discrepancies are brought to the recruiter to research to be sure the candidate is performing properly. Our performance evaluation process is ongoing and interactive with both the client and the employee. The details of our process are described in more detail in our response to Question 6, where we discuss our End-User employee rating tool where our clients rate our employees similar to a Yelp or Uber rating, and our performance management system where we proactively coach our employees on the job if needed. Ratings are shown in our system using stars with 5 being the best. Importantly, we reward our temporary employees for their loyalty to us. We offer paid vacation days and holidays that grow as one's tenure levels increase and retention bonuses on certain long-term assignments. We also offer premium pay rates after employees meet certain hourly thresholds. To encourage consistent tenure on assignment, we implement various prize programs where employees have the opportunity to participate and get rewarded for consistent on time and quality work. In addition, we offer "Pop Up Prize programs" on days in which we anticipate high staffing needs (holidays, day after super bowl, day after Mother's Day, etc.). Other ways we work to make employees feel a valued member of our company is through our referral bonus program for referring their friends to work with us, sending handwritten cards for anniversaries and birthdays, and offering personal "kudos" outreach when we hear positive feedback from our clients. On the flip side, we have high expectations for performance and are aggressive in ensuring our standards are met. Should a candidate cancel last minute or not show up to an assignment without a valid reason, we generally would not work with that candidate in the future. In addition, if the candidate has a pattern of absenteeism, even with valid excuses, that could also be grounds to limit any future placement of that temporary employee. Because of our extensive screening processes, however, these instances are very infrequent. Through our longevity, industry reputation and multitude of clients with whom we work, we are the employer of choice for the temporary workforce, and our employees put in the extra effort to remain on our roster.

| 6 | Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe. | It is critical to receive feedback on the performance of our employees on a regular basis. To facilitate this, we have developed an end-user employee rating tool to continuously monitor performance and satisfaction levels. After a candidate interviews with us, we assign them an E-rating in our system based on their interview, test results and reference checks. The rating is on a five-point basis, with five being the highest. During each assignment, we ask our clients to fill out a simple evaluation when they approve an employee's hours on the same five-point scale. We also provide a free form area for comments. Based on the ratings received from our clients, each employee's E-rating in our system is updated to include those scores, like a GPA or Uber driver rating. We also utilize this rating to rank our placement searches in order of preference and ensure that only the highest rated employees are sent on assignments. Therefore, as assignments become available, temporary employees who have the highest overall ratings will get more opportunities for work and will ensure that we provide only the highest quality professionals to OGS users. This same rating is shown to OGS users when they use our online ordering system discussed in our response to Question 10. Employees are shown with their star ratings so that OGS users can select those with the highest scores. Individuals who hold a score of 3 or below are dropped from the submittal list and are not referred for new open positions.

Should we uncover or be made aware of the fact that there are problems with an employee, (i.e. lateness, poor work performance, poor attitude, etc.), we have two priorities – continuity of service and preventing the occurrence from happening again. We first ensure we fully understand the problem by speaking about it in-depth with the client. Then, assuming the infraction is not egregious (in which case we would immediately replace the employee and remove them from our pool), we begin by addressing the situation directly with the employee, coaching them through the issue.

As we begin the coaching process, we also begin looking for a replacement candidate. In this way, should the employee not improve, we can immediately offer a substitute candidate, at the option of the OGS user, so that no time is lost.

In cases where our clients ask for an employee to be removed from an assignment and replaced, we mark our employee's record with such information. Depending upon the results of an individualized assessment we perform because of this request, we either remove the employee entirely from our rosters or refer them only to other clients if it appears to be personality not skills related.

Of course, we are also in regular contact with both the client and our employees to make sure that we are on track with both parties being satisfied. Should the client request, we are available for quarterly business reviews to discuss performance, future planning and areas of improvement. |
| 7 | What process do you follow to ensure the proposed resumes meet your client's request? | As we have discussed previously, we use technology to assist our recruiters as much as possible. Intellistaff allows us to extract the most appropriate candidates for the job from our enormous candidate database using the following process:
Once an order is entered into our system, we search for matching candidates. After entering the requirements of the order into our system and clicking the "search" command, the system culls through thousands of employees in our database across targeted geographies and displays the top candidates in a ranked list honed to the specific needs of the client and the job description.
•First Intellistaff looks for the required skills, i.e. usage of specific software, vendor certification, functions performed, years of experience, etc.
•It will then look for elements specific to this order, such as availability and/or willingness to work in a particular geographic location.
•Finally, it looks to see if the employee has worked at the client before and most importantly how they were rated on their past assignments.
•Simultaneous with searching our database, Intellistaff automatically goes out to numerous job boards and brings back resumes of additional qualified candidates for our recruiters to review. This ensures we cover the entire marketplace to source the best available talent.
•After the system goes through these various layers of filtering, it presents our recruiters with a list of potential candidates suitable for the job, side by side on the same page based on recruitment source.
•Candidates are presented in stack-ranked order on a scale of one to ten with their fit against the job description, helping our recruiters easily see the top candidates.
•A screen shot of our proprietary side-by-side search results page is included as A-4. Clicking on a candidate brings up their resume with the key words showing why they were selected highlighted.
•Once the recruiter makes the final selection of the final candidates to consider from this stack-ranked list, our system automatically contacts the potential candidates by e-mail or text, to check interest and availability, improving efficiency and speed-to-fill timing. Interested and available candidates are sent a follow-up chat bot questionnaire to further qualify them for the role as discussed in our response to Question 1.
•Based on this final screening, the ultimate candidate(s) are determined for the client.
In situations where candidate resumes need to be reviewed by the client prior to a hiring decision being made, we offer a unique methodology to present the candidate(s): our eProfile tool. eProfile serves as an electronic cover sheet for each candidate submission. For our client's convenience, it lists the relevant requirements and credentials for the job and shows how the proposed candidate matches up against the requirements. In addition, we provide our interview notes, additional credentials and attributes not found on a resume along with our overall assessment of the candidate's fit for the role. This tool will save time for the OGS user when reviewing Proposer-referred candidates, since instead of simply providing resumes of available and qualified individuals whom the OGS user will need to evaluate, eProfile will illustrate HOW the candidate meets the qualifications and include additional credentials and qualifications. For each referred candidate, TemPositions will advise OGS users, in writing through eProfile of the hourly pay and not-to-exceed hourly billing rates. (A graphic depicting eProfile is shown in Exhibit A as A-8.) |
| 8 | How do you schedule engagements? | We discuss how we schedule interviews and assignments below:
Interviews (if required)
We provide resumes of available and qualified individuals to perform the services requested by OGS users through our proprietary eProfile system. As discussed in our response to the previous question, we use the eProfile tool to demonstrate a quality match to the client's needs, however it also plays a key role in making the scheduling of an interview easy. At the bottom of each eProfile cover sheet the viewer is asked to take one of five steps:
•Accept the candidate;
•Schedule an interview;
•Keep the candidate on hold;
•Consider the candidate for another position; or
•Decline the candidate (Should a user indicate they do not feel the candidate appropriate, we pop up a screen to ask them why, so that we make sure we take that information into account in selecting the next candidate to propose.)
This is a significant improvement over the traditional submittal process as it will allow OGS users to take immediate action on the resume including scheduling an interview.
When "schedule an interview" is selected, the tool displays fields for three dates and times to be selected by the interviewer which are then automatically transmitted to the candidate to select. Once they select an interview time, the interviewer is notified and the interview is scheduled. No more telephone tag!
Should one of the other choices be selected, the TemPositions recruiter is immediately notified, again relieving the need for emails or phone calls to speed the process.
Assignments
As we will discuss in more detail in our response to the following question, we have a very robust method for scheduling assignments, either with our staff proposing candidates as a result of traditional emailed RFQs and then scheduling them once they are accepted or alternatively getting an authorized user to log into our system and submit an electronic RFQ.
In traditional system, once a candidate is proposed, either based on a resume review or an interview, the user simply returns to the eProfile form and clicks "accept." The selected candidate will then be offered the role through an alert on their mobile app, a text message or email (depending upon their communication preference). When the candidate clicks accept, that is recorded into our system and the employee is scheduled into the role and the user receives an email confirming the order has been filled.
We will discuss how electronic scheduling works using our alternative proposal in our response to Question 9. |
| 9 | Do you have an electronic system for scheduling? If yes, please describe. | As discussed in our response to Question 8, when we propose candidates through our eProfile system (as discussed in our response to Question 7), authorized users can use our electronic scheduling system to schedule interviews with proposed candidates or accept them for roles. This electronic scheduling feature eliminates countless rounds of back-and-forth scheduling emails or phone calls.

To introduce automation into the process even more, as an alternative, were we to be selected to receive a contract, we would agree to implement, at no cost to the State, a custom built web-based ordering system that makes the current RFQ process electronic, and which introduces some very beneficial features which makes the ordering process simpler, if acceptable to OGS. The electronic RFQ process would work as follows: the authorized user would log into our system and complete an electronic RFQ template which we would program to mimic the existing pdf form. Once the requirements are entered, the added value begins! The system would review the requirements and immediately display a list of candidates from our company that performed similar roles under the OGS contract for other users in the Region. The candidates would be displayed in ranked order based on their star rating and whether they were on the user's favorites list, and their listing would include their star rating, past work history for other OGS users, contact information for past supervisors in the state to contact for a reference, and their resume. We would also include their bill rate.

If the authorized user liked any of the candidates that appear, they could select them and schedule an interview or simply accept them for the role right from the order form. Then the system would reach out and either schedule them for an interview using the same interview scheduler feature as in eProfile or offer them the role, which would be communicated to the candidate through their mobile app, a text message or email (depending upon their communication preference). When the candidate accepts, they are scheduled into the role and the user receives an email confirming the order was filled. |

In cases where no candidates previously worked there or none were acceptable, the user would indicate on the form we needed to find a new candidate. The system would automatically alert a recruiter who would begin working on the order by using the process outlined in our response to Question 7, select the most appropriate candidate(s) and list them on a web grid. Users could then click on candidate names on the grid to view their eProfile. The scheduling process would then follow that outlined when using a traditional RFQ. Sample screen shots of our proposed Rapid Order System electronic RFQ are shown as a-9.

Should we be allowed to pilot this system for our own company (and our consortium partner subcontractors) at the start of the contract, and OGS and various state agencies find the electronic RFQ process highly beneficial, we would be prepared to license it to the state to use with all staffing firms performing under this contract at a mutually agreeable license fee. The advantage here is that if it were used uniformly, authorized users would not have to manually determine who to send an RFQ and manually email the document. Instead, the system would show a list of all the vendors in the region and the authorized user would click a button to indicate whether the electronic communication should go to all vendors or, by unchecking certain vendors, only send to a subset.

We would like to offer one additional option that could be piloted by OGS, namely, adjusting the RFQ to allow staffing firms to propose candidates and rates without including resumes, and for authorized users to simply "trust" the staffing firm to send the appropriate person for the assignment. Should rates seem so low as to make the user question whether the candidate is appropriate, a resume or interview could be requested, but the change here is it would not be required in all instances to be provided with the RFQ response.

The advantage here is the resume review slows down the hiring process even when no interview is required, because the user needs to take time to review each resume and compare them with others. If, instead, it had a positive relationship with particular staffing firms who it believes understands their needs, they could save time by letting the staffing firm do the screening and simply agree to an hourly price.

Vivid proof of our ability to take scheduling to another level using an electronic system and a "straight-send" no resume model, comes from our work with the NYSDOH in the VaccinateNY program, where we delivered thousands of difficult-to-find clinical and non-clinical staff under emergency conditions made even more challenging by an entirely remote internal recruiter work environment. Besides the work we did in getting the project up and running, delivering, 538 clinical and non-clinical staff within 3 days of contract signing, we also delivered 183 people in 2 days to work a new overnight at the Javits Center when the state shifted to 24/7 vaccinations for a brief period. And then throughout the life of the project, we had to respond to last minute changes in staff need, caused by the availability of vaccine or changes in appointment levels. Most evenings our managed services scheduling team worked until midnight to adjust schedules and confirm staff, sending updated rosters created by our system to each of the site managers, ensuring problem-free starts each morning at 7:00 AM. Securing staff through our own TemPositions Health Care division as well as calling upon 35 consortium partners delivered 98.7% fill rates on an ongoing basis in the middle of a pandemic!

| 10 | What processes do you use to ensure seamless service by subcontractors to NYS? | When a client goes through an evaluation process and selects a firm with which to do business, it is because they have the confidence in its ability to fully handle their needs. We use a host of methods to make sure we deliver for our clients in ways that make the entire process easy. As we have discussed in our responses to other questions, technology improves our capabilities and processes dramatically. Our unique approach to the use of subcontractors is another way we improve our capabilities. We have created a never before used "consortium" subcontractor model with other local owner-operated staffing firms (which will help us deliver upon our Encouraging Use of Businesses pledge in Attachment 3) , where we act as the Prime Contractor and each of our consortium partner staffing firms act as our subcontractors. Many of our consortium partners hold certified M/WBE status and all are members of the New York Staffing Association ("NYSA") or the American Staffing Association ("ASA") adhering to strict codes of ethics. As a result, we work only with firms we have grown to know and admire over the course of years, while working on industry specific projects together such as educational programs or legislative advocacy. Our company was a founding member of NYSA and the ASA and our CEO is a past NYSA president and current chairman of its legal/legislative committee and a past ASA chairman and current chair of its Legal/Legislative committee, as well. As such, he knows the owners of the other firms personally and has hand selected the very best to serve as partners. We treat each other with respect and give our relationship special attention, because we know each other not only professionally, but personally as well. This model allows OGS users unparalleled access to numerous local boutique firms, who specialize in providing unique skillsets. These boutique firms thrive under our model, as they are awarded the opportunity to focus on the roles suited to their capabilities. But rather than having to contract with, review selections from, utilize multiple different time capture and billing systems from dozens of separate firms, we centralize it all, delivering only the most appropriate candidates for each open position. Regarding seamless delivery, our Intellistaff system allows us to centralize all order placement, candidate assignment, time capture and billing, and consolidated reporting. To distribute orders to our consortium partners, we use our Partner Web Access (PWA) platform, a special module of Intellistaff. As orders come to us through Intellistaff, in cases where we feel we need extra support, our team goes into the PWA platform and specifies specific consortium partners to receive the order, based on their geographical coverage and skill expertise. You'll note that through this method, our consortium members do not compete; each firm has exclusivity on the role for which they are asked to recruit. This job order exclusivity is incredibly motivating for owner-operated, local firms. It allows them to dedicate their most valuable resources, since there is no risk of being "beaten to the punch" by another competing firm. Submissions come to us, and we then send them on to the OGS user through eProfile, as if they were candidates we ourselves sourced. Time worked by consortium partner supplied employees is captured and approved through our system no different than if they were our own employee, since they use our TGC mobile app for reporting time worked. And billing is centralized—we submit one bill covering the work performed by an employee regardless of who they worked for. We then pay our consortium partners when we get paid. Reporting is consolidated as well. |

Thanks to the elegance of our seamless solution for the use of subcontractors, our clients are unaware of all the behind-the-scenes work being done to coordinate submissions, selection, assignment, time capture and approvals, invoicing and reporting for so many firms.
Proof of the success of this model can be seen in its use by the NYS DOH to staff up to 5,000 employees in a very quick time frame to provide staff to over 50 mass and pop-up vaccination sites all across the state through the VaccinateNY program. There were no resume reviews or interviews. We were charged for ensuring all placements were appropriate. NYS DOH users dealt with one point of contact, but behind the scenes we had the strength of 35 additional staffing firms allowing us to fill non-clinical and hard-to-fill clinical roles (given the shortage of health care workers) for the Vaccinate NY project, which continues to this day.

| 11 | How do you maintain and track unallowed and preferred candidate lists for your clients? | Through our performance management system discussed in our answers to Questions 5 and 6, we track the real-time eRating of our candidates in their electronic file. Should a candidate be pulled off of an assignment per a client request, that information is flagged in the candidate's record, as well. At the time of the infraction, an individualized assessment is made as to whether that candidate should be removed entirely from our pool of eligible workers for all clients or just the particular client because of, perhaps, a personality conflict. They will no longer appear in searches conducted by the client using our online ordering tool, or the recruiter using Intellistaff. Candidate eligibility can be reinstated should circumstances change in the future. We make it easy for preferred candidates to appear at the top of searches. As discussed in our response to Question 9, candidate's real-time eRating is shown to clients when they use our online ordering system and to our recruiters when they conduct individualized searches, making it a simple task for them to select those candidates who have been rated highest. In addition to the star rating, we even allow clients to add candidates to their "Favorites" list, through the click of a "heart" button which ensures those candidates appear first in searches for candidates. |

| 12 | What is your escalation and resolution policy (in case an issue or emergency arises)? | As mentioned, we believe one of the keys to our success is the use of our single point of contact system, where one individual serves as the primary contact on a particular engagement and coordinates the activities of all other company employees to streamline service delivery to our clients. For the OGS engagement, Tameka Monroe will serve as the dedicated client representative and will assist in resolving most challenges. Tameka has been working with us for over 20 years and effectively served on the OGS contracts we have held previously. Since we consider our relationship with our clients as a mutually beneficial partnership, at the start of each engagement, we mutually agree to an acceptable dispute resolution process that conforms to the practical needs of each client's relationship. But generally, should an issue or emergency arise, the OGS user would reach out to their single point of contact by phone, email or text. Should the issue arise after hours or on weekends, thanks to our overnight and weekend coordinator program, concerns can be addressed right then, not only during "business" hours. All coordinators are specifically trained to handle issues themselves or reach out to the client representative or others in management depending upon the specific situation. In the unlikely event the client representative is unable to resolve the issue, it will be escalated to the Chief Operating Officer of TemPositions, Doug Arms. |

| 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. | To ensure we can completely fulfill the staffing needs of OGS users, TemPositions and each consortium partner will continually build pools of on-demand employees who are available to fill in for callouts or replacements requested by the client (and also can be used for new ongoing orders improving our overall speed of delivery). As soon as a replacement need is identified, we look in our pool of on-demand employees to find a suitable candidate and confirm immediately. This pool of on-demand employees allows OGS users to receive replacement employees quickly. Typically, we can replace a candidate within 24 hours if the skill set is one for which we have an established pool developed. (We ask our active candidates to update their availability through our mobile app so we always know who we have ready and available for work. When these numbers are below our target levels, we reach into our database of over 150,000 candidates to refresh our inventory. This "roster" approach greatly enhances our ability to identify alternative candidates quickly in the event a replacement employee is needed.) In the cases where the replacement is for an unusual position not in our candidate pools, we strive to present candidates within 48 hours of the request. The success of our candidate pool approach in delivering candidates quickly can be demonstrated rather dramatically with our shift-based nursing requirements at the NYC Department of Education or our substitute teacher requirements with other education clients. Since we do not know how many nurses or teachers may be needed on a given day (however it can often exceed 500 workers) and the needs are often requested on the morning of the assignment, we must maintain a more than ample supply of talent to allow us the ability to fill these roles quickly. If a custom training protocol has been established, especially an online curriculum or one that we may administer directly, we will ensure that the replacement candidate has satisfied the pre-employment learning prior to start. Additionally, if training occurs at the OGS user's worksite, we can have the replacement employee take the training while the employee to be replaced is still on assignment (assuming the reason for separation is not egregious) so that the transition can take place seamlessly. |

#	Question	Response
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.	Thanks to our Intellistaff system, we can provide custom reports on any information housed in the system. In terms of measuring retention, job matching, and overall performance, we can create custom reports which detail the number of assignments for which candidates complete the full length of the assignment (assuming the assignment length was provided with the work order and not extended), the percentage of jobs which were filled in specified time frames and the overall eRating of the employee assigned. We can also run other reports, as well, as requested. Our performance and quality control process is a combination of diligent follow up with both the hiring manager and the candidate on how performance is going on the job. Additionally, each week the hiring manager, when approving employee time worked, has the opportunity to rate the performance of the employee via our app or web-based system, granting a "star rating" to the employee based on their performance and the satisfaction of the client. These ratings are readily accessible to OGS users when selecting staff for all new assignments. OGS users can also add an employee to a roster of "favorites" that will be displayed for their future assignments. (A graphic depicting employee rating is shown as A-10.) Besides rating employees with timeslip approvals, annually we ask end users to rate the quality of the service they have received from us through a survey conducted by an outside party-- Clearly Rated. Using a simple questionnaire, sent to both our clients and our assigned employees, Clearly Rated determines a "Net Promoter Score" for our company for both Client and Talent Satisfaction. Based on our scores, we were awarded Clearly Rated's highest honor in 2021, "Best in Staffing Client" and "Best in Staffing Talent." Only 2% of staffing firms in the U.S. received such an honor. At the completion of the survey, we are given detailed respondent information which we use to improve our service offerings in areas that need improvement.
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.	While our third-party background check provider can verify licensure in most professions, we realize this comes at a cost that may not be necessary to pass on to our clients as there are free, self-service options available. Below are some examples of credential validation websites and resources we use for various health care professionals. •For Physicians Assistants, we use the Office of Professional Medical Conduct website - https://apps.health.ny.gov/pubdoh/professionals/doctors/conduct/factions/HomeAction.action •New York State Education Department (NYSED) Office of the Professions is used for license verification and disciplinary history for New York state candidates in a variety of professions such as Accounting, Health Care, Mental and Physical Therapy and Pharmacy. http://www.op.nysed.gov/opsearches.htm# •Nursys.com provides online verification for a nurse license. www.nursys.com •We also utilize: oThe OIG List of Excluded Individuals and Entities ("LEIE") https://oig.hhs.gov/exclusions/index.asp?utm_source=oig-home&utm_medium=oig-gfx-list&utm_campaign=hp-card-leie oThe federal System for Award Management ("SAM") Excluded Parties List - https://sam.gov/content/exclusions oThe New York State Office of the Medicaid Inspector General ("OMIG") - https://apps.omig.ny.gov/exclusions/ex_search.aspx
16	What is your current fill ratio?	This is a challenging question to answer for a number of reasons. First, it is very dependent upon whether or not we are competing with other companies for the same role or we have exclusive relationships. These two extremes would yield very different fill ratios that would not relate well with each other (for example, let's look at the OGS contract where as many as ten firms currently could compete in one region. Should one firm have a 30% fill ratio, that might sound bad, but in fact it means it is performing three times as well as the expected average of 10% if all firms performed equally. On the other hand, with an exclusive relationship, one would expect a much higher fill percentage than 30% or else the client would be left uncovered. In roles assigned to us only, prior to the pandemic, we had a 98.7% fill ratio, meaning we filled approximately 99 out of every 100 jobs we were asked to fill. In roles where we compete against other firms, our goal is to always have a higher-than-expected fill ratio compared to what would be expected based on the number of firms on the contract. We achieve this fill ratio thanks to the quantity and quality of our submissions. Typically, in roles where we must submit candidates to our clients for review, we submit two candidates for each role, even for hard-to-find talent. When there is a larger supply / selection of talent available, and additional resumes are requested by the client, we can increase the submit to fill ratio to 3:1. We try not to present more candidates than that, because then our client is faced with the burden of extensive screening which is exactly what they are asking us to do for them. In situations where our clients trust our capabilities and allow us to simply send in the candidates we believe would be the best fit, we have a submit ratio of 1-1. This is the process we use for some of our large volume engagements such as our NYS DOH VaccinateNY project and our NYC DOE School Nurse project.
17	What is your current turnover rate for your temporary workers?	We have had a turnover rate within the last 12 months of less than 10%. In most circumstances, obtaining a permanent position elsewhere has been the sole reason for the attrition. Permanent position acceptances were fueled by a combination of higher compensation in very competitive markets like New York City and work options (remote or in office) that were more conducive to the workers' needs than their temporary assignment. Very few (less than 3%) of our temporary workers left their assignments as a result of "negative" attrition, which would include being asked to leave an assignment by the client for behavior or performance reasons or resigning without notice.
18	What type of programs do you have to limit absenteeism and turnover?	Our programs to limit absenteeism and turnover start at the onset of our relationship with the temporary employee. First, since we rely heavily on referrals, we already are securing a more reliable employee than most. We find the "pre-screening" done on the part of the referrer has historically provided us a higher quality and more reliable applicant pool from which to select our employees. A large portion of our professionals are referred to us by existing employees, client firms, industry professionals and local organizations. As mentioned in our response to Question 1, to further boost our referral volume, we introduced an electronic referral bonus program accessed through our employee mobile app. Through this app, our employees can see open positions and refer friends to those roles. They also can see how many hours their referred employee has worked and how long until their referral bonus is earned. Second, we validate all applicant's historical performance through our in-depth interview and reference check process. It is no surprise that if we make sure the people we put in our pools have strong work ethics and have historically been well received, they tend to perform at a higher level than others. Third, we are clear in our expectations of each temporary employee in terms of arriving at their assignment on time, notifying us in advance of any scheduling issues, and performing all tasks asked of them on the job, or notifying us immediately if they feel the tasks are not in their skill set, so we can find a replacement. Yet another key factor in our success is the way we value our assigned employees. We continually recognize that without their efforts our company would not be able to deliver for our clients. This translates to a corporate culture of treating our assigned employees with respect and offering them fulfilling and well-paying work they would not be able to secure on their own. Our temporary employees know that they will benefit from our differentiated offerings by consistently demonstrating their professionalism and reliability on assignment. Since they are also being consistently evaluated through our online and app-based rating tools, they are always aware of how good performance today can yield better and more plentiful assignments in the future. They know that the converse is also true. To further enhance accountability and consistency, each of our temporary workers is assigned a Personal Representative who is their main point of contact in the organization. These individuals assist with any issue that arises, creates a sense of comfort and rapport with the temporary worker and checks in on them the day of the assignment to make sure they are arriving.
		We also use technology to help reduce tardiness. Through our proprietary Client Web Access tool and our Employee Web Access tool, we can show directions for the temporary employee along with information on their assignment. We also can show our client where their temporary employees are prior to their shift via GPS on their phone, similar to the way Uber shows the location of the driver. Finally, we have another strong tool to limit absenteeism and turnover. Since our founding in 1962, we have been a pioneer in the staffing industry by providing extensive benefits to our employees, to allow us to attract and retain top quality employees. Over the years, our benefits program has expanded with the changing needs of our employees, ensuring our ability to continue attracting and retaining top talent. Since many of the rewards increase based on hours worked, much like an airline frequent flyer program, the program serves as an excellent retention tool. These uncharacteristic-to-the-industry added offerings help us attract and keep a quality and engaged talent pool and reduce turnover for our clients. (Our benefits are shown as A-11.) We are proud that all our processes have worked together to yield excellent attendance and retention rates even in a climate where there is a general reluctance to work by many and an increase in available employment options.
19	What is your current absenteeism rate for your temporary staff?	Thanks to the programs we mentioned in our response to Question 18, our absenteeism rate (excluding Covid-19 illnesses) is less than 3%.
20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	One important reason we deliver high fill rates and mitigate turnover is that, as a company, we have more in-house staff than most competitors, typically operating at around 100 employees. For a private regional firm, this level of head count ensures that every aspect of our service is handled by a specialist in their area – allowing us to give our clients and temporary employees the individual care and attention they deserve. We currently employ over 6,300 professionals annually at our clients. We divide these staff into specialized divisions to ensure we have the appropriate expertise for screening and placing each type of employee required. The specialty divisions that will be used most frequently to fill under this contract and the skill sets they will provide are: •TemPositions - Our office and administrative support division will fill: Data Entry, Word Processing, Executive Secretaries, Administrative Assistants (including bi-lingual), File Clerks, Mail Clerks, Postal Service, Medical Secretaries, Receptionists/Secretaries Switchboard Operators, (Including Answering Service Dispatchers – Police, Fire, and Ambulance). •AcctPositions - Our Accounting and Finance division will fill: Bookkeeping, Accounting, Auditing Clerks, Accountant 1, Accountant 2, Auditors, Statistical Assistants. •On Call Counsel - Our attorney and paralegal and legal support staffing division will fill: Legal Secretaries, Paralegals and Legal Assistants. •CompuForce - Our IT division will fill: Computer Operators and Computer Support Specialists.

		TemPositions Health Care - Our health care division will fill: Radiologic Technologists, Social Workers, Audiologists, Home Health Aides, Medical and Clinical Laboratory Technicians, Mental Health & Substance Abuse Social Workers, Occupational Therapists, Assistants Occupational Therapists, Pharmacists, Physical Therapist Assistants, Physical Therapists, Physician Assistants, Speech-Language Pathologists, Licensed Practical Nurses, Registered Nurses (including bi-lingual), Nurse Practitioners, Nursing Aides, Orderlies, and Attendants, Dental Assistants, Dental Hygienists, and General Psychologists.

TemPositions Logistics – Our Warehouse, logistics and general labor division will fill: Freight, Stock, and Material Movers, Stock Clerks, Stockroom, Warehouse, and Storage Yard Laborers.

HR Staffing Solutions – Our Human Resources, Recruitment, DEI and Talent staffing division will fill: Personnel Recruiters.

The Creative Bureau – Our Creative, marketing and communications division will fill: Public Relations Manager/Public Information Officer.

TemPositions Eden Hospitality - Our Hospitality / front and back of house division will fill: Food Preparation Workers and Dietitians & Nutritionists.

Another reason we have high fill rates and mitigate turnover is covered in our response to Question 1 detailing our proprietary recruiting, screening and onboarding processes which allow each of our divisions to deliver high fill rates. And our selection processes discussed in that response, as well as the programs we explained in our response to Question 18 further explain how we can deliver these fill rates and minimize turnover.

Further, our processes and policies support quality, informed/purpose driven recruitment, matching and sustainability. Our industry-leading benefits programs help us to deliver high fill rates and promote tenure as do our various prize programs, all mentioned in our response to Question 5.

When these processes, policies and decades of recruitment experience are combined with both a "personal representative" to assist with candidate needs, and a "client representative" to assist with client issues, the odds of understanding and creating a better match of candidate and requirement are greatly enhanced. It is this personal touch and investment into both the client and candidate sides that has differentiated us from other staffing firms. A better match, that stems from a better understanding of the wants, needs, and requirements of both our temporary employees and our clients, creates a stronger bond and greater motivation to have longevity and high performance (and low absenteeism) in the assignment. Many of our temporary employees have worked with us for years and years.

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).	Most of our relationships with our clients are exclusive relationships, meaning they do not contract with other staffing firms, and they depend upon us to satisfy all their contingent hiring needs. As such, besides trying to ensure exceptional performance through our multiple specialized staffing divisions, we had to develop a back-up plan to ensure we never disappointed our clients. That plan, discussed in our response to Question 10, involves curating a consortium of staffing firms to call upon as the need arises, with each firm selected for their ability to improve our recruitment resources for specific client-required skillsets. As also discussed in our response, what sets our specific arrangement apart is that our approach to using these firms is unique in its construction and delivery. Instead of the traditional method of obtaining subcontractors and distributing open orders to all of them at once, forcing all to compete for each role without a guaranty of being selected (which reduces their motivation to stop everything to work on a requirement), we pioneered a better way, in response to the scale and speed of the needs requested by the New York State Department of Health to staff over 50 statewide mass vaccination and pop-up PODS with clinical and non-clinical temporary staff. Knowing that one or even several firms could not deliver the quantity required, we developed a trade association consortium model. Unlike established Managed Service Provider programs, this novel and now proven model operates entirely differently –one firm (TemPositions) serves as the consortium leader distributing orders individually to consortium partners based on their geography and skill expertise. We lead the program using our proprietary software program, which offers centralized ordering, scheduling, timekeeping billing, reporting, and communication. Based on this model we were able to deliver these highlights: □538 people within 3 days of contract signing □Over 5,000 people at 40 sites throughout the ongoing project □183 people hired overnight at the Javits center, when our team broke the record for the most vaccinations delivered in a 24-hour period. While we recognize that the OGS engagement is different in scope, we feel our success with the DOH demonstrates just how powerful our model can be for all the authorized users of the OGS contract. Despite this not being an exclusive contract, because of its sheer scale and reach, if we are awarded an OGS contract we propose to use the same proven approach that has been so successful with the NYS VaccinateNY program, building a cadre of NY based consortium partners specially selected for their expertise and geographic reach with the positions outlined in the RFP and coordinate the entire program through our proprietary technology tool which will: •Distribute requests to the appropriate consortium staffing firm •Provide a portal into which firms can assign their employees •Present consolidated schedules of the assigned employees to the OGS user •Utilize our mobile app for workers to record their hours worked •Enable a web portal for time approvals by state supervisors •Send one consolidated invoice for payment •Offer access to consolidated reporting on coverage and spend.
22	What are your recruitment policies?	Our recruitment methodologies are discussed in detail in our response to Question 1. In this response, we will discuss our corporate recruitment policies underlying all our recruiting efforts. We strive to build a workforce which is diverse, welcoming to all cultures, and representative of the communities we serve. Our recruitment policies surrounding fair workplace standards and diversity, equity and inclusion are as follows: 1.TemPositions is an equal opportunity employer and complies with all applicable federal, state, and local fair employment practices laws. We strictly prohibit and do not tolerate discrimination against employees, applicants, or any other covered persons because of race, color, religion, creed, national origin or ancestry, ethnicity, sex, sexual orientation, gender (including gender identity and expression), marital or familial status, age, physical or mental disability, perceived disability, citizenship status, service in the uniformed services, genetic information, or any other characteristic protected under applicable federal, state, or local law. This policy applies to all the terms and conditions of employment including, but not limited to hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation and training. Advancement to positions of greater responsibility is based on an individual's abilities and demonstrated performance. 2.TemPositions is committed to Equal Employment Opportunity and as part of our Affirmative Action Plan we shall: a.Recruit, hire, upgrade, train and promote in all job classifications, without regard to race, color, religion, creed, national origin or ancestry, ethnicity, sex, sexual orientation, gender (including gender identity and expression), marital or familial status, age, physical or mental disability, perceived disability, citizenship status, service in the uniformed services, genetic information, or any other characteristic protected under applicable federal, state, or local law in accordance with all applicable laws, directives and regulations of federal, state and city entities; b.State in all solicitation or advertisements for employees that all qualified applicants will be afforded equal employment opportunities without discrimination because of race, color, religion, creed, national origin or ancestry, ethnicity, sex, sexual orientation, gender (including gender identity and expression), marital or familial status, age, physical or mental disability, perceived disability, citizenship status, service in the uniformed services, genetic information, or any other characteristic protected under applicable federal, state, or local law;
		c.Base employment decisions on the principles of Equal Employment Opportunity, and with the intent to further the Company's Affirmative Action commitment; d.Ensure that all terms and conditions of employment such as compensation, benefits, layoff, return from layoff, Company-sponsored training, educational tuition assistance, social and recreation programs, shall be administered without regard to race, color, religion, creed, national origin or ancestry, ethnicity, sex, sexual orientation, gender (including gender identity and expression), marital or familial status, age, physical or mental disability, perceived disability, citizenship status, service in the uniformed services, genetic information, or any other characteristic protected under applicable federal, state, or local law.in accordance with all applicable laws, directives and regulations federal, state and city authorities; e.Ensure that promotion decisions will be made in accordance with the principles of Equal Employment Opportunity and Affirmative Action by imposing only valid requirements for promotional opportunities; f.Take action to prevent harassment including sexual harassment or intimidation of all employees, particularly those encompassed by the Company's affirmative action efforts; g.Comply with the provisions of the Human Rights Law, all other State and Federal statutory and constitutional non-discrimination provisions and not discriminate based on race, color, religion, creed, national origin or ancestry, ethnicity, sex, sexual orientation, gender (including gender identity and expression), marital or familial status, age, physical or mental disability, perceived disability, citizenship status, service in the uniformed services, genetic information, or any other characteristic protected under applicable federal, state, or local law and shall also follow the requirements of the Human Rights Law with regard to nondiscrimination on the basis of prior criminal conviction and prior arrest. 3.TemPositions will vigorously pursue opportunities to recruit and develop job candidates who have the desire and potential for becoming qualified employees through our Affirmative Action Program. We are also fully compliant with all Federal, State and local requirements related to privacy rights, mandatory training for Anti-Sexual Harassment and eligibility to work in the United States.

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.	Fortunately, because we held an OGS contract for a number of years, we are familiar with many of the various state agency's hiring practices and needs. However, to ensure success, should TemPositions be awarded a contract, we would utilize the following implementation plan: 1.Hold an introductory Zoom meeting several months prior to proposed start date with key OGS contacts (and possibly representatives from the largest users of the Contract) and TemPositions employees who will be working on the Contract to introduce each other and agree on key program deliverables. Determine whether or not our optional web-based RFQ ordering system can be utilized on a pilot basis so we can finalize programming. 2.During and following the meeting, review current ongoing assignments as well as needs over the last 24 months (if permissible), to help predict future talent needs including any seasonality trends. a.Based on this information, our internal marketing team will create specialized chat bot scripts to use when identifying talent. b.We will also create specialized background check bundles including all the required clearances to make the background check process fast and complete. c.We will also curate appropriate consortium partners and onboard them onto the program based on the anticipated needs of OGS users. 3.One month prior to start, conduct webinar training sessions for authorized users on eProfile, time approval, and report writing systems. If our electronic RFQ process is accepted for a pilot through our firm, explain its use, as well. Make "quick start guides" and instructional videos available on a special TemPositions/OGS micro-website, for all systems. 4.One month prior to start, provide web and written training on how to transfer employees from other vendors to our payroll. The process is simple and the same one we used at the start of our payrolling contract with the NYC Department of Education and continue to use today with the NYC DOE and numerous other clients. Because of the ease of the system, within one week of contract start we had over 300 consultants onboarded through our online electronic system. Users access a special web form in our Client Web Access portal and provide the candidate's name, email address and phone along with their pay rate, and department and we take it from there. (See screenshots of the completed form as A-12).