

## ATTACHMENT 5 - BIDDER INFORMATION QUESTIONNAIRE

### Solicitation Specific Questions

Bidder Name:

Knowledge Services

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

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

### QUALITY CONTROL AND ASSURANCE PROCEDURES

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

Question	Response
What is your firm's selection, screening and hiring processes for temporary workers.	<p>Guidesoft Inc., dba Knowledge Services, has a rigorous standard for selecting, screening and hiring temporary workers. With 27 years of experience staffing and recruiting for State and Local governments including hundreds of qualified vendors in our network, we understand delivering top-performing candidates is critical. Knowledge Services has delivered more than \$2 billion in staffing services to U.S. clients over the last quarter-century by creating a candidate screening process that is right-sized to fit the needs of every partner.</p> <p><b>Step 1: Analysis of the Local Market and Customer</b></p> <p>Our proven process begins by understanding the local labor market in the communities we serve. We invest in research to understand the appropriate salaries for the labor categories we support as well as what it takes to attract and retain the top local talent in a market. By being close to our talent pool, we are able to understand and anticipate their needs.</p> <p>Our teams use the following tools to maintain our understanding of the local labor market:</p> <ul style="list-style-type: none"> <li>•Analysis of IT labor demand</li> <li>•Local and national wage analysis via subscription and publicly available tools</li> <li>•Applicant activity across all Knowledge Services clients to identify shifts in supply and demand</li> <li>•Satisfaction surveys</li> <li>•Industry data provided by government entities and Staffing Industry Analysts (SIA)</li> </ul>
	<p><b>Step 2: Sourcing Strategy</b></p> <p>Upon notification of the need for temporary staffing services, we will leverage our staffing and recruiting team to contact the client, program manager, or hiring manager to further qualify the request by confirming requisition needs, specifications, description, urgency, pre-requisites, and supplemental and/or additionally desired skills. Each of our experienced recruiters have developed deep pipelines, knowledge of the specialized business area, and an understanding of the specific client's unique needs. Based upon the established requirements of the requisition, our recruiting team will then employ a customized sourcing strategy in order to target the most desired candidates. By ensuring our recruiters and subcontractor have a firm understanding of the requirements, we are able to effectively and diligently screen to ensure only the top-quality candidates are submitted.</p> <p>Knowledge Services' recruiting team utilizes multiple mechanisms to source candidates, such as current rolling Knowledge Service consultants, reaching out to active pipelines, searching through internal databases, as well as posting to job boards (Indeed, Dice, Monster, Career Builder, ZipRecruiter) and our social media accounts (LinkedIn, Facebook, Twitter, Instagram). In today's mobile environment, we additionally employ texting as part of our sourcing strategy in order to reach candidates faster than the traditional emails and phone calls. Knowledge Services takes an active, targeted approach to identify talent. We don't just post requisitions, rather, we proactively search databases to pursue candidates, actively network with our pipelines for referrals, and use artificial intelligence (AI) tools to identify deeper pools of talent that are not typically accessible. Using advanced AI technology, our team is able to spend more productive time with candidates rather than sorting through hundreds of mediocre resumes. These tools allow for swift identification of the right talent for the position, keeping our time-to-fill levels low.</p> <p>Our preferred sources of candidates include:</p>
	<ul style="list-style-type: none"> <li>•Alumni Candidates: IT consultants that have proven themselves on other assignments for our government clients</li> <li>•Referrals: IT consultants who have been referred to Knowledge Services by our existing our alumni consultants</li> <li>•Proprietary Database: IT consultants whom we have sourced in the past and screened/vetted to ensure they have the skills and experience required</li> <li>•Gig for Government: Knowledge Services' staffing and recruiting team has access to the powerful Gig for Government job portal that the Knowledge Services' technology team has developed exclusively to recruit talent for government</li> <li>•Networking and Outreach: as a proud member of the communities we serve, Knowledge Services engages the local IT community by participating in professional affiliations, job fairs, open houses, charitable organizations, and support diversity program sponsored by State government and higher education institutions</li> </ul> <p>In addition to our dedicated staffing and recruiting team, Knowledge Services has partnerships with over 2,100 subcontract labor providers that have delivered quality resources to us in support of our government clients. Providing Knowledge Services' industry-leading technology and best-in-the-industry subcontracting terms, enable New York state businesses to have access to this contract.</p>

	<p>Step 3: Screening of Candidates</p> <p>Knowledge Services' experienced staffing and recruiting teams are dedicated to providing our clients with top-quality candidates and take numerous steps to ensure the candidates presented to our clients align with the requisition needs, the client's culture, and the state's value proposition. Below, we have described the steps our teams take to screen candidates before presenting resumes to the state.</p> <ul style="list-style-type: none"> <li>Initial Telephone Screening: During the initial phone call with the candidate, we will discuss the client and the position in further detail as well as confirm work and education experience, additional skills, and the candidate's career goals. This initial screening allows our recruiters to ensure the candidate understands and aligns the state value proposition and is equipped with the knowledge and skills to successfully fill the role.</li> <li>Interviews: It is our goal to always meet in-person or via video chat every candidate we submit to our clients.</li> <li>Skills Assessment: Knowledge Services utilizes multiple tools and skills assessments to verify a candidate's skills and experience. Our staffing and recruiting team utilize IBM Kenexa Assess (formerly IBM Prove It!), with over 900 behavioral and skills assessments in applicable categories, on a daily basis as a key indicator of a candidate's experience expected performance.</li> </ul>
	<ul style="list-style-type: none"> <li>Reference Check: Our staffing and recruiting team will obtain at least three references from the candidate's previous employers to verify experience directly related to the State's Job Title Description and/or Requisition.</li> <li>Background Check and Drug Screen: Knowledge Services will conduct comprehensive background checks and drug screens on candidates. Background checks and drug screen requirements can be tailored for each client.</li> <li>Knowledge Services utilizes HireRight for all of our temporary staffing candidates. We have partnered with them for over five years, and their service is completely customizable to all of our clients.</li> </ul> <p>With every candidate we submit, Knowledge Services will provide a candidate summary with information garnered from each of the above screening steps.</p> <p>Step 4: Relationship Management – Consultant Retention and Evaluation</p> <p>Knowledge Services understands the importance of retaining high quality temporary staff and ensuring these resources meet our clients' expectations for the entire duration of the assignment. For this reason, Knowledge Services will provide the state with not only an expert staffing and recruiting team, but a designated employee relations team. Our employee relations team will facilitate resource management throughout the engagement including the evaluation of temporary staff with client managers during their assignment. This allows our staffing and recruiting teams to direct their focus on providing top quality temporary staff for the state. Our employee relations team provides the following to temporary staff:</p> <ul style="list-style-type: none"> <li>Coordinates the entire onboarding process for temporary staff including distributing paperwork, administering background and drug screens, and acting as a main point of contact for recruiters, clients, and temporary staff during onboarding</li> <li>Maintains proactive and regular communication with temporary staff and addresses any questions or issues during onboarding as well as throughout the term of the assignment</li> <li>Assists with weekly time entry and payroll process</li> <li>Handles all disciplinary action, terminations, and exit surveys</li> <li>Tracks and evaluates temporary staff attrition and develops creative retention solutions</li> <li>Communicates notice of termination, termination dates and processes, collection and distribution of completed work assignments, and the return of badges and any other property</li> </ul>
<p>What are your testing, training and orientation programs for temporary workers?</p>	<p>Testing, training, and orientation are critical steps in delivering quality candidates. Knowledge Services leverages its in-house talent and experience along with the latest staffing and training technology to offer unparalleled resources. Specifically, the Knowledge Services recruiting team administers skills assessments to prospective candidates utilizing IBM's Kenexa Assess platform, which includes nearly 1,000 behavioral and skill assessment tests. Knowledge Services coordinates the entire onboarding process for temporary staff, including distributing paperwork, administering background and drug screens, and acting as a main point of contact for recruiters, clients, and temporary staff during onboarding. Prior to a resource beginning their assignment, our team will conduct new hire orientation per our client's guidelines to ensure all resources are fully prepared for their first day.</p>

<p>What type of background checks do you conduct for screening temporary workers (nature of the checks, kinds of records reviewed, number of years covered by the background check, etc.)?</p>	<p>Knowledge Services partners with HireRight, a company specializing in candidate screenings, to complete all temporary worker screening requirements. Knowledge Services will coordinate background checks and drug screenings to ensure compliance. These screenings can be customized to fit the NYS OGS's specific requirements.</p> <p>Knowledge Services requires its Vendors to perform criminal background checks and/or fingerprinting on all resources prior to the beginning of their assignment. Knowledge Services will comply with policies regarding criminal background checks.</p> <p>The standard background check includes:</p> <ul style="list-style-type: none"> <li>•Criminal Felony and Misdemeanor</li> <li>•SSN Validation</li> <li>•Federal Criminal</li> <li>•SSN Trace</li> <li>•National Sex Offender Registry</li> <li>•Widescreen Plus National Criminal Search</li> <li>•Drug Screening - scheduled service (add-on), 10 panel, schedule service</li> <li>•Education verification - highest level (add-on)</li> <li>•Employment Verification - last 3 employers or past 10 years, whichever comes first (add-on)</li> </ul> <p>These background checks span 7 years to ensure complete compliance.</p> <p>Knowledge Services also uses HireRight not only to conduct background screening, but also to validate education. HireRight will contact the candidate's higher education institute to verify dates of attendance, date of graduation, degrees and certifications obtained, as well as GPA.</p>
<p>Do you agree to perform the background checks as identified in the Solicitation as requested?</p>	<p>Yes. Knowledge Services will partner with HireRight to facilitate the background check process and ensure all necessary thresholds are met before a candidate begins work.</p>
<p>How do you track individual resource performance? How does your firm reward good job performance by your temporary workers? Conversely, what types of disciplinary action does your firm use?</p>	<p>Knowledge Services' in-house Employee Relations team is the main catalyst for tracking ongoing, individual resource performance. Dave Probst, Director of Talent Services for Knowledge Services, is in regular contact with program supervisors, always aiming to understand overall resource performance and how Knowledge Services can best support stakeholders.</p> <p>Additionally, the Employee Relations team is in constant contact with resources, monitoring attendance and offering feedback to ensure each resource is performing to their full potential. Knowledge Services uses the iCIMS recruiting platform to archive pertinent resource documents. NYS OGS will have a dedicated Employee Relations team to help oversee resource performance.</p> <p>Knowledge Services keeps meticulous notes on individual resource performance and can help place extraordinary workers in subsequent positions. In examples of clear dedication and work ethic, the Knowledge Services Employee Relations team will advocate on behalf of resources to receive raises. If a resource is identified as habitually tardy, displaying a bad attitude, or not performing to expectations, the Employee Relations team will schedule time with that individual to explore the issue and set a course for immediate, lasting improvement. We also can offer bonuses in the event of exceptional performance by a resource.</p>
<p>Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.</p>	<p>The Employee Relations and Talent Solutions team oversee frequent checkpoints with resources and program managers to ensure projects are progressing smoothly. Knowledge Services can help articulate managers' concerns and feedback to resources to help ensure every party is on the same page and operating under a shared set of experiences. We give every hiring manager the ability to rate the performance of the resource at time approval. This information can be reported and provided back to NYS OGS upon request. This type of feedback allows the Knowledge Services team to mitigate any performance-related issues as soon as they are identified and take corrective action as necessary to mitigate disruption.</p>

<p>What process do you follow to ensure the proposed resumes meet your client's request?</p>	<p>Knowledge Services' teams review each candidate's resumes in close detail, always checking that an individual candidate's skills and qualifications align with the open position's requirements. The recruiting team creates a skills matrix for every open position, which helps identify key requirements a candidate will need to have to be successful in the position. The process begins by closely reviewing each candidate's resume for fit with the open position's desires skills and experiences to determine a match.</p> <p>The second step in this process is a pre-interview phone screening administered by the Knowledge Services Recruiting team. This call is a prime opportunity to learn more about a candidate, ask them about any gaps in the resume, and sense how they will interact with others in a professional setting. Once Knowledge Services feels confident a candidate's skills match the open position's requirements and the resource can thrive in a professional setting, we advance that person to an interview with the hiring manager who has the final say on which candidates are hired.</p>
<p>How do you schedule engagements?</p>	<p>Knowledge Services will prioritize all client requirements and ensure we are in step with providing quality candidates for selection. We will schedule engagements with the client's desired start dates in mind, ensuring all requirements are fulfilled. Clients may either schedule engagements with our account team or utilize our electronic vendor management system, dotStaff™, to schedule these engagements. If clients choose to coordinate engagement scheduling with our team, they will benefit from the skills and expertise of the Employee Relations team which is available during the State's business hours. Knowledge Services also offers off-hours support, which is available 24 hours a day, 7 days a week.</p>
<p>Do you have an electronic system for scheduling? If yes, please describe.</p>	<p>Knowledge Services has an electronic system for scheduling for the State's convenience. We will utilize our proprietary, web-based vendor management system dotStaff to capture client needs via our customizable eForms. Clients can also coordinate interview requests, report on background screening statuses, and schedule the official start date for individual resources directly through dotStaff. This platform is a powerful tool in temporary staffing and is used to manage more staff augmentation engagements by State and local governments than any other vendor management system. 15 states have used dotStaff to manage all their temporary labor needs. This extensive use ensures the platform is capable of handling every State and local government's temporary staffing needs, offering ease of use, powerful reporting capabilities, and industry-leading cybersecurity measures.</p>
<p>What processes do you use to ensure seamless service by subcontractors to NYS?</p>	<p>To ensure seamless service by subcontractors, Knowledge Services requires all resources to be W2 employees of either Knowledge Services or our direct subcontractors. All resources are screened and vetted by our internal team prior to submission to hiring managers. Knowledge Services allows only one layer of subcontracting to ensure service standards are upheld. This approach also allows Knowledge Services to better manage the use of our subcontractors without having multiple layers.</p>
<p>How do you maintain and track unallowed and preferred candidate lists for your clients?</p>	<p>Knowledge Services maintains a database of preferred candidates, based on both our own staffing experiences and the needs of our State and local government clients.</p> <p>Our preferred sources of candidates include:</p> <ul style="list-style-type: none"> <li>• <b>Alumni Candidates:</b> Resources who have proven themselves on other assignments for our government clients</li> <li>• <b>Referrals:</b> Resources who have been referred to Knowledge Services by our existing our alumni consultants</li> <li>• <b>Proprietary Database:</b> Resources whom we have sourced in the past and screened/vetted to ensure they have the skills and experience required</li> <li>• <b>Gig for Government:</b> Knowledge Services' staffing and recruiting team has access to the powerful Gig for Government job portal that the Knowledge Services' technology team has developed exclusively to recruit talent for government</li> <li>• <b>Networking and Outreach:</b> as a proud member of the communities we serve, Knowledge Services engages the local workforce by participating in professional affiliations, job fairs, open houses, charitable organizations, and support diversity program sponsored by State government and higher education institutions.</li> </ul> <p>Knowledge Services will work closely with hiring managers to develop a list of unallowed candidates and will not submit any candidate whose name appears on that list.</p>

<p>What is your escalation and resolution policy (in case an issue or emergency arises)?</p>	<p>Knowledge Services always prioritizes our partners' specific needs, and we have a robust escalation and resolution policy to ensure those needs are satisfied at every turn. Our cloud solution allows both our team and the NYS OGS to track and communicate issues relating to the implementation project from start to finish. This allows multiple teams to collaborate and assign and track tasks, documents, and dates. Our online solution provides immediate access to real-time implementation status, assignments, identified issues, triggers, deadlines, and alerts.</p> <p>During the introduction phase, we will identify who the stakeholder is for both Knowledge Services and the NYS OGS. We will also outline what the issue escalation process will be in order to provide effective and efficient issue resolution. Open channels of communications are the most critical components to issues resolution, and we will work diligently with NYS OGS stakeholders.</p> <p>By having an issue escalation and resolution process, we can easily communication and mitigate issues within one business day. Knowledge Services continually improves our methods to mitigate possible issues early, ensuring a successful implementation and delivery.</p> <p>We utilize our proven issue escalation and resolution process, provided below, to handle all problems that arise during the implementation process.</p>
<p>What is your process for providing a replacement if a Temp is rejected by the client? Please include details such as the time it takes to replace, and the training plan for the new Temp.</p>	<p>In the event a temporary worker is rejected by the client, Knowledge Services feels confident in being able to replace that resource quickly with minimal disruption. To replace a temporary worker, Knowledge Services will search its pool of qualified candidates, aiming to find a replacement who matches the position's required skill set perfectly. The replacement will undergo all the same vetting, background check and onboarding procedures as the original temp worker.</p> <p>Depending on the specific position being replaced, Knowledge Services' team could deliver qualified replacements in a matter of days. Some positions with more rigorous skill requirements may take longer to fill, but by partnering with Knowledge Services, you'll benefit from the skill and dedication of a responsive team who will prioritize your staffing requests and deliver replacements as quickly and successfully as possible. In most cases, a temporary worker can be replaced within 5 business days.</p> <p>The training plan for this temporary worker will replicate the training the previous resource received. The training plan can be modified with new NYS OGS requirements or streamlined to ensure the temporary replacement worker is able to start work as soon as possible.</p>
<p>Does your company have a formal, published quality assurance program (measuring retention, job matching, performance of Temps on the job, etc.)? If yes, please provide details of the program and attach program documentation. If no, describe in detail the process your company intends to employ to ensure that NYS receives the best service and candidates possible.</p>	<p>Knowledge Services works to proactively prevent performance issues ensuring a high-quality level of service. While performance issues are rare, we have processes in place to quickly address and resolve performance issues. In an effort to accomplish this, we provide our clients not only an experienced staffing and recruiting team with specialized knowledge in specific labor categories, but also with a dedicated employee relations team to support and counsel resources and our clients on a daily basis. We proactively communicate with both resources and managers to identify and apply corrective action plans before an issue becomes irreparable; however, in the event a replacement is needed, Knowledge Services will apply our expedited process to find a replacement resource.</p> <p>Our Knowledge Services team consisting of staffing and recruiting experts along with our designated employee relations team will continually communicate and follow up with temporary staff and hiring managers. Knowledge Services team conducts:</p> <ul style="list-style-type: none"> <li>•<b>First Week Follow-up:</b> The recruiter and/or employee relations personnel calls the temporary staff to inquire about the first week as well as contact the hiring manager to review the level of satisfaction with the temporary staff.</li> <li>•<b>Monthly Check-in:</b> The recruiter and/or employee relations personnel also calls to check in on the temporary staff on a monthly basis as well as contact the state manager to review the level of satisfaction of the temporary staff and their performance.</li> </ul>

	<p>•Performance Survey/Exit Interview: Knowledge Services conducts Performance Surveys/Exit Interviews after an assignment has ended to understand both the temporary staff's level of satisfaction with the assignment as well as the hiring manager's level of satisfaction with their performance and fit to the Job Description and/or requisition. These surveys are customizable by topic, question format, and response format, and may be configured to account for any specific topics desired by the state. NYS has the ability to provide feedback and a rating of the temporary staff which will enable hiring managers to see the feedback for the temporary staff concerning any future placement, and the information gathered from Performance Surveys/Exit Interviews allows our recruiting team to continually improve future recruiting activities for NYS.</p> <p>In the event a corrective action needs to occur, our teams are prepared to resolve any issues through our standard resolution process:</p> <ol style="list-style-type: none"> <li>1.Knowledge Services management meets/speaks with the NYS OGS's representative to discuss the nature of the issues and agree upon an effective timeframe for resolution.</li> <li>2.Once the state's concerns are fully understood, Knowledge Services' management and any required support staff (HR, technical resources, recruitment, account management, etc.) will address the concerns in a meeting with the temporary staff or appropriate party.</li> </ol> <p>In this meeting, the following discussions will occur:</p> <ul style="list-style-type: none"> <li>•Detailed discussion of the concerns</li> <li>•Options to resolve the issue</li> <li>•Timeline for remediation</li> <li>•Ongoing quality measures to ensure the specified issues will not continue</li> </ul> <ol style="list-style-type: none"> <li>3.For appropriate situations that do not cross co-employment lines, Knowledge Services will communicate our proposed corrective action plan options back to the hiring manager and seek the approval to proceed prior to taking final action on the remediation effort.</li> <li>4.Approved corrective action plans will be monitored closely at consistent set intervals as detailed within the plan and agreed upon by the Client, Knowledge Services, and (if applicable) the temporary staff. The approved plan will also include:</li> </ol> <ul style="list-style-type: none"> <li>•A communication plan to keep the hiring updated on our progress to remedy the situation</li> <li>•Details of the consequences should the remediation efforts prove ineffective</li> </ul>
<p>Does your firm check websites such as Department of Health, Office of Professional Medical Conduct, etc. for licensure and/or accreditation information when hiring/providing candidates for Health Occupations? If yes, please provide the website address(es) you check. If no, please describe how you validate credentials for these professions.</p>	<p>Knowledge Services will not seek to fill health occupations.</p>
<p>What is your current fill ratio?</p>	<p>Knowledge Services has a robust fill ratio. Reviewing our admin/clerical placements in the past 12 months, Knowledge Services has a total fill ratio of 26.79%. Additionally, in reviewing our IT placements in the past 12 months, Knowledge Services has a total fill ratio of 15%.</p>
<p>What is your current turnover rate for your temporary workers?</p>	<p>Thanks to our in-depth screening protocols, our overall turnover ratio for October 2021 was 5%</p>
<p>What type of programs do you have to limit absenteeism and turnover?</p>	<p>With more than two decades of staffing experience, Knowledge Services has seen firsthand the importance of limiting absenteeism and turnover. To reduce turnover, Knowledge Services offers contract resources the following benefits, provided they meet eligibility requirements:</p> <ul style="list-style-type: none"> <li>•Weekly payment</li> <li>•Paid time off (PTO)</li> <li>•Holiday pay</li> <li>•Expense reimbursement (with client approval)</li> <li>•Training (with client approval)</li> <li>•Medical coverage</li> <li>•Prescription drug benefits</li> <li>•Dental coverage</li> <li>•Vision coverage</li> <li>•Voluntary life insurances</li> <li>•Pet insurance</li> </ul> <p>Temporary employees will work closely with the Knowledge Services Employee Relations team, which helps build a positive rapport and reduce turnover and replacement.</p> <p>This rapport helps reduce turnover by:</p> <ul style="list-style-type: none"> <li>•<b>Emphasizing Work/Life Balance:</b> We ensure our staff understand the job expectation and provide them with a work/life balance to prevent burnout by allowing them to focus primarily on the job at hand rather than undue paperwork and additional administrative duties.</li> <li>•<b>Allowing for Work Adjustments:</b> As events in our employees' lives changes their priorities, we work with them to make accommodations in order to allow them to continue in support of our clients.</li> <li>•<b>Defining Values:</b> We screen all of our staff to ensure they align with our strongly held corporate values. By having resources with shared values, we are able to attract talented individuals who want to stay as a part of our organization.</li> <li>•<b>Explaining Compensation and Benefits:</b> Knowledge Services offers high quality benefits and competitive salaries in order to reward our loyal team.</li> <li>•<b>Outlining Merit-Based Bonuses:</b> Our top performers are rewarded for their efforts with bonuses.</li> <li>•<b>Investing in Success:</b> We invest in our teams by offering training and professional certifications to ensure our team members have the opportunity to grow with our clients.</li> </ul>

<p>What is your current absenteeism rate for your temporary staff?</p>	<p>Knowledge Services boasts absenteeism rates below 1% among its resources. From the moment someone is hired, we take great efforts to ensure they understand what it means to succeed within any assignment. That approach ensures resources understand the full scope of the work they will be doing, which prepares them for success. It also ensures they understand the importance of regular attendance and the disciplinary actions they could face by not adhering to attendance policies.</p>
<p>What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?</p>	<p>As previously outlined, Knowledge Services' rigorous processes to find, screen, and place top-performing candidates help maintain high fill rates and mitigate turnover. With more than a quarter-century of State and local government staffing success, we understand the importance of thoroughly screening candidates to ensure their background, skills, and qualifications are a perfect match for any project's specific scope. In addition to our screening standards, Knowledge Services maintains high fill rates and limits turnover by staying in close contact with hiring managers and program administrators to understand the specific requirements of every role and implement that information into every step of our candidate review process, always ensuring we match top talent with rewarding careers that draw from and help improve a client's skill set. Most staffing organizations rely on their recruiters to manage the employee relations process, Knowledge Services' dedicated employee relations team is designed to mitigate turnover and manage the client's expectations of temporary resources.</p>
<p>Do you subcontract any of your work to support excessive workloads, either via independent contractors or through other firms? Please describe your policies, your company's process and criteria for selection of subcontractors/suppliers (if applicable).</p>	<p>Yes, Knowledge Services will leverage C2C (corporation to corporation) relationships to subcontract work in the event of excessive workloads. We utilize all of the same vetting standards and procedures with these corporations as we would deploy when selecting candidates, always ensuring these corporations understand specific staffing requirements and are committed to exceptional quality standards. All subcontractors must sign the Master Service Agreement which binds them to a code of conduct and service level agreement to ensure ongoing compliance. Additionally, all subcontractors must present a certificate of insurance. Knowledge Services only allows one layer of subcontracting to keep costs low for our partners and to ensure NYS OGS's expectations are a guiding principle in all staffing activity.</p>
<p>What are your recruitment policies?</p>	<p>Knowledge Services seeks to find qualified, competent resources who meet a state and/or department's specific hiring needs.</p> <p>Specifically, we seek to ensure prospective resources meet or exceed all state hiring requirements, including passing relevant background checks and drug screens, and necessary requirements like a candidate's education, skills, and specific credentials or licenses. Depending on specific labor categories, Knowledge Services will work with NY OGS to determine the necessary skills, background, and education to help the State of New York receive talented, high-performing resources.</p> <p>Knowledge Services has affirmative action plans, non-discrimination and unintentional bias plans and training for our recruiters to ensure the State of New York receives diverse, talented resources for every assignment.</p> <p>Specifically, our recruitment policies are as follows:</p> <ul style="list-style-type: none"> <li>•We require our recruitment team to fully understand each requirement of an assignment.</li> <li>•We are required to speak to every candidate being considered for an assignment.</li> <li>•We validate and confirm interest of all candidates for the opportunity.</li> <li>•We gain permission from a candidate to submit them for an assignment</li> <li>•We only allow one layer of subcontracting</li> <li>•All resources must be W2 employees</li> </ul> <p>Ultimately, Knowledge Services' recruiting is guided by the same four pillars of service that guide our company.</p> <p><input type="checkbox"/> <b>Knowledge:</b> We seek to find resources who are eager to serve state and local governments and learn new skills to advance their professional capabilities.</p> <p><input type="checkbox"/></p>
	<p>Service: We take a custom approach to each staff augmentation project we undertake, ensuring our state and local government clients' needs are articulated and adhered to at every step of the recruiting process. We think outside the box to deliver innovative staffing solutions to governments.</p> <p><input type="checkbox"/></p> <p>Innovation: We constantly seek to make our staff augmentation and recruiting processes more streamlined and agile. The technology that powers our staff augmentation work is supported by a talented team of developers who ensure our VMS platform is safe, secure, and responsive.</p> <p><input type="checkbox"/></p> <p>Integrity: Honest business is good business. We will follow the letter of the law in all our recruiting initiatives, ensuring compliance with all necessary legal thresholds and New York State objectives.</p>

<p>Describe your implementation plan for initiating this program at NYS if awarded a contract. Include your company's plan for taking on a large volume of requests during the first phase of the contract. Such a plan may include transferring candidates from other contractors to your company's internal resource pool, partnering with additional subcontractors to meet NYS's needs and implementing the program.</p>	<p>Knowledge Services' staffing implementation plan prioritizes the NYS OGS's needs and helps connect candidates with meaningful work quickly and efficiently. Discover more about the staffing implementation process below.</p> <p><b>Phase 1: Envision</b></p> <p>The implementation will begin with an envisioning phase. An introductory meeting will be held to define and confirm program objectives, provide an overview of Knowledge Services' philosophy, approach, and proposed implementation timeline and plan, discuss communication and change management strategies, request required program data, and define next steps.</p> <p>The program objectives will be tracked throughout the program implementation and go-live for purposes of measuring implementation and program success. During the envisioning, introductory, pre-discovery, and discovery meetings, Knowledge Services will document the baseline and determine current state processes. Knowledge Services will work with NYS OGS to set targets for implementation, and we will provide NYS OGS weekly status updates to monitor the progress toward meeting the implementation objectives and key target dates.</p> <p>Following the introductory meeting, the Knowledge Services team will update our standard communication of the new program for internal and external users specific to NYS OGS's program and provide to NYS OGS for their review, edits, approval, and delivery. Simultaneously with the communication announcement, we will schedule and conduct an envisioning meeting with the goals of notifying additional stakeholders and program constituents the program objectives, Knowledge Services philosophy, approach, and timeline, the communication and change management strategy, and defining next steps. Knowledge Services will be coordinating with NYS OGS stakeholders the location and dates for Kick-Off Meetings for internal and external users. Once location and dates are confirmed, we will update our standard communication for Kick-Off Meeting announcement to include the information specific to NYS OGS and deliver the communication.</p>
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