

ATTACHMENT 5 - BIDDER INFORMATION QUESTIONNAIRE

Solicitation Specific Questions

Bidder Name: Industrial Staffing Services Inc.

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

QUALITY CONTROL AND ASSURANCE PROCEDURES

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

#	Question	Response
1	What is your firm's selection, screening and hiring processes for temporary workers.	<p>The Industrial Staffing Team has a time-tested program to ensure top quality talent is engaged with OGS. This is done through selection, screening, and hiring temporary workers.</p> <p>Selection: Once we are notified by OGS of a new staffing requirement, the notification triggers the process to find suitable candidates to fill the vacancy. In addition, we review the requirements for the vacancy to ensure that we fully understand the requirements for the position, the qualifications required, credentials, privileges, etc. to ensure that we are looking for the right candidate. Sourcing, or finding and attracting, appropriately qualified individuals is part of ISSI's on-going recruiting efforts. Our dedicated recruiting team relies heavily on socialization, communication, engagement, transparency, candidate interaction, and authentic employment branding for OGS. By building an employment brand, and attracting people to us, we can initiate relationships with the most qualified people, even if we don't have an immediate vacancy for them. We do this because maintaining relationships with highly qualified people makes sourcing a vacancy with pre-screened candidates a rapid and efficient process. We begin by working closely with OGS, particularly during the initial relationship with the authorized user, to develop a deep understanding of that facility's history, brand, any social media campaigns, and the contract goals and objectives. Further, we can create internal and external brand ambassadors. Internally, engaging our own talent to share their workplace stories. Externally, developing a community of talent who have served the client before to talk about their career experiences. The sources and methods we use to attract qualified people are varied.</p>
		<p>Other tools we use include:</p> <ul style="list-style-type: none"> •Job Posting: We post job requisitions on job boards (including niche sites) such as Monster, Career Builder, and Indeed, career sites, associations or groups, and employer-branded landing pages. We tailor the requisitions to assist with Search Engine Optimization (SEO) and solicit responses from targeted populations or careers and provide best in class supplemental posting recommendations. We utilize a specific job boards and we also use CIRCA, an Office of Federal Contract Compliance (OFCCP) compliant talent acquisition system. We can also utilize the AHA websites for resume flow. •Social Media: We place ads in appropriate networks, such as Facebook, LinkedIn, etc. We construct a coordinated social media campaign with IHSC to build and manage employment brand as well as post positions. •Outreach Campaigns: We conduct mail/email outreach campaigns to Candidates in our Applicant Tracking Database, Professional Networks / Employee Networks, and Professional Membership Associations. We utilize direct sourcing campaigns to identify passive candidates. •Event Based: We participate at (and host) job fairs and community events at Colleges and Universities, Trade Schools, Industry & Trade shows, etc. •Relationship Based: We engage in ongoing pipelining/building networks for repeatable skill sets. We coordinate with Professional Healthcare & Medical associations. We also have a strong referral network and offer referral bonuses to our current employees.

We realize that compensation is critical part of any employer-employee relationship and ISSI endeavors to make the setting of base compensation a data-driven and transparent exercise. We then use the employee evaluation process to ensure that deserving employees receive additional compensation commensurate with their contributions. ISSI utilizes our Applicant Tracking System (ATS) of thousands of filled jobs, backed by national and regional salary surveys, to establish salary ranges or salary rates based on labor category, skillsets, education requirements, complexity of the discipline, experience requirements, security clearance requirements, professional job difficulty, location, and other requirements contained in solicitations. Annually or upon direction from senior leadership, our team's Human Resources department reviews the salaries to ensure they reflect the most current market data and employees are compensated appropriately. These regular salary reviews are augmented by employee evaluations that are used to assess bonuses and adjustments to market compensation levels.

Screening. Once our sourcing has identified an individual with the appropriate qualifications and experience needed for a position, a member of our recruiting team will conduct a phone or video interview with the person to gauge interest and confirm relevant experience and current qualifications and licenses. If the individual wishes to pursue a relationship with ISSI we conduct a number of assessments to ensure a good fit our company and our clients. All potential candidates are screened for KPI (key performance indicators) and reviewed based on their technical skills, geographical location and desire, financial requirements and needs, and the percentage match to the client requirements. Each potential employee is tested, screened, validated, verified and researched, and then and only then the top performers are submitted to the client for review and evaluation. Through this process, we can ensure a properly suitable and validated candidate for our employees.

Initial assessments can include any or all of the elements:

- Skill: ISSI uses professionally developed and validated tests not only to measure a candidate's communication, technical and interpersonal skill proficiency, but also aptitude and motivation. We utilize hard skills-based testing, where applicable and relevant, through web-based tutorials and assessments and we can employ customized skill-based evaluations, tutorials, and assessments if required.
- Cultural: Culture fit evaluation (location preferences, work styles, personality) including Behavioral Interview Questions designed to elicit open-ended responses based on prior employment history
- Credentials: Every 6 months we review license and certification information. We mandate primary source verification for every licensed or certified candidate we employ. Depending on role, we ensure that there is no board action on any of the license or certification information and make sure that the license is in good standing for a period of time. Daily – we review OIG/SAM exclusion information to make sure that there is nothing populating on those boards (automated process to ensure total compliance). We also employ a specific competency testing system that every clinical candidate is required to complete. This is done on an annual basis where the candidates and employees verify their continuing skill level.
- Experience: Depending on role, a minimum of two professional references and employment references from direct reports. Clinical placements are required to have two professional references on file from the most recent past employers. Any advance practice placement is required to have education verification on file as well to ensure they have the appropriate education to practice.

	<ul style="list-style-type: none">•Environment: Depending on role, at a minimum a clinical placement is required to have a physical exam and TB or Quantiferon Gold within the past 18 months. This is monitored to ensure no candidates lapse in compliance requirements. Additionally, each clinical placement is required to sign a Hepatitis B Declination that either provides titer or immunization information or understand the risk which the individual is going to be undertaking. A drug screen is required for each clinical placement to comply with state guidelines. Each candidate presented provides his/her willingness to engage in any travel required by the position.•Language: We can recruit foreign language speakers as required.•Background: Preliminary discussion with employee about ability to pass background suitability and fitness checks. We initiate the Government background checks during on-boarding. Criminal Background Screen with a 7 year threshold, including: County, State, and Federal Criminal History Search, SSN Trace, Education Verification (if required), Employment Verification (if required) is the standard but we comply with all contract requirements. Legal authorization to work (i.e., I-9) in the US, which is conducted through E-Verify. <p>Hiring. Every new hire is set up for success from the start and our onboarding process teaches new employees not only about their jobs, but also about the company culture and how they can contribute to and thrive in it. We set the tone for employee success during on-boarding, and we leverage technology for a seamless, efficient, and secure onboarding process.</p>
	<p>Once a candidate accepts an offer, the candidate is confirmed for a start date and will be sent a Welcome Kit with the OGS-mandated information and standard packets that include I-9s, W4s, direct deposit forms, and others. In this package, we include all employment documents, policies, protocols, and contract specific requirements. We assist OGS with a customized onboarding process, including the coordination of start dates, duties, contacts, employee ID issuance, Purchase Order issuance, and all other required processes.</p> <p>We start onboarding by pairing the new employee with an HR Representative to mentor them during the onboarding process. Mentors welcome newcomers into the company, offer guidance, and act as a sounding board. Mentors provide a single point of contact dedicated to our new professional's success. They speak regularly during the compliance portion of onboarding and we do our best to engage others as needed to make them feel part of our company. During the hiring process we also review and expand on the screening assessments. Any contract specific requirements are completed, including all background and drug screening protocols. ISSI requires extensive testing and interviewing during our application process and we review and update these during the orientation process. Each applicant must show evidence of current licenses, certifications, education, and training and meet any required health and immunization requirements (if applicable per role).</p>

<p>2</p>	<p>What are your testing, training and orientation programs for temporary workers?</p>	<p>ISSI has a strong program that reviews testing, training, and orientation for all of our temporary workers.</p> <p>Testing : In addition to the testing protocols described in the previous question, we have additional specifics to share. ISSI looks at the KSAO (knowledge, Skills, Abilities and Other characteristics) of each and every position. This allows us to appropriately determine the needed training for each candidate. ISSI utilizes a comprehensive testing service to see where employees need enhancements. We utilize a web-based training system under our "Prove It" license to train, test and certify all of our applicants prior to assigning them to a facility, or to test them for possible upgrades. The testing can occur in our office, on site, or in their homes with a qualifier test for individual certification. There are over 800 types of tests we utilize in six different languages, and twenty different areas of expertise. After the skills tests are completed, we can recommend a variety of solutions and training techniques that can benefit the employee.</p> <p>Training : Depending on the level of position, different training programs can be implemented to achieve any goal. One of the most important aspects of training is Safety. We believe that risk reduction avails one to a safe and productive work sight. Safety Manuals are distributed to our employees before commencement of work or is part of the reporting in orientation. During our orientation process, all employees, of all skill types are educated as to their responsibilities with respect to Safety, workers compensation reporting and harassment and discrimination practices. In Addition to "Prove It" testing, ISSI also has training classes that are offered to its employees and some are company-subsidized programs. Seminars, webinars and weekend refreshers are constantly communicated to our staff. Certain programs carry CEU with them. Safety programs are constantly offered as well as Safety Manuals for the guidance and protection of all parties.</p>
		<p>ISSI makes it a priority to invest in professional development and learning opportunities. We provide time for employees to attend virtual conferences or seminars and provide tuition reimbursement and/or pay for continuing education. Upskilling is especially important today as technology continues to change how we work. When people upskill, they feel challenged to grow while they're gaining new abilities and competencies to meet evolving healthcare practices and requirements.</p> <p>Orientation: Each new hire goes through an orientation and training program, which is crucial to enabling staff to work to their fullest potential. All staff (incumbent and new hire) receive an orientation that includes comprehensive guidance on steps and relevant training required for the employee's specific role. ISSI's approach to staffing is an employee-satisfaction approach. Companies are famous for saying "our people are our greatest asset." At ISSI, a staffing company, this is literally true and further, our employees are not only an asset - but they are also our product. We take great pride in the services we provide and that means offering only the most qualified, most productive staff to our clients and customers. While we set the tone for employee success during on-boarding, it is important to remember that a long-term commitment from valued employees requires effort, and if we expect that employees will make and keep a long-term commitment to ISSI, it is vital that we give them good reasons to stay. Our employee satisfaction strategy provides opportunities for employee growth, and programs and benefits that ensure our healthcare staff remain healthy and engaged by supporting a work-life balance. This approach is clearly successful, as we have been continually named by ClearlyRated (a 3rd party neutral industry survey company) as "Best of Staffing" meaning we are among the top 2% of staffing firms in the US.</p>
		<p>Through this orientation, we walk through our benefit programs. We offer a plethora of health benefits which include but are not limited to: MVP (major medical programs) and MEC (ACA preventative care program); Dental insurance; Vision Insurance; Fixed Indemnity Plans; Life Insurance; matching 401(k), paid sick leave, pay Cards, Direct deposit. Commuter benefits, and state of the art technology that allows our employees to direct and check all information through an on-line portal. We also offer retention programs such as referral bonuses, completion bonuses, and other innovative strategies that we can utilize to best support the program.</p>

3	<p>What type of background checks do you conduct for screening temporary workers (nature of the checks, kinds of records reviewed, number of years covered by the background check, etc.)?</p>	<p>All checks are client specific, but usually include a full background check (7 years), reference checking, drug testing, and job related testing. ISSI can support a variety of screening requirements across the United States. Background investigation, education verification, validation, and certification is processed and testing is performed and evaluated, as per the client's request. All employees must comply with a stringent qualification process, which includes health screenings, competency testing, skills checklists, mandatory in-service programs, orientation programs, credential verifications, performance review, continuing education, and any specific client requirements. These programs are under the strict guidance of our legal team and in compliance with all Fair Credit Reporting Act requirements.</p>
4	<p>Do you agree to perform the background checks as identified in the Solicitation as requested?</p>	<p>Yes</p>
5	<p>How do you track individual resource performance? How does your firm reward good job performance by your temporary workers? Conversely, what types of disciplinary action does your firm use?</p>	<p>ISSI utilizes many performance appraisal metrics to help assess the success of candidates. Among the many forms we engage in, ISSI uses surveys, manager reviews, quarterly and annual reviews, 360 degree appraisals, and anchored rating scales. ISSI is flexible as to forms we use and can implement most any method based on client demand. This allows ISSI to obtain feedback and performance scores to increase productivity and focus training needs. All of the performance milestones are tracked in an internal Applicant Tracking System, and a variety of rewards are implemented, based on results and clients. These can include performance bonuses, retention bonuses, giveaways, or other innovative performance based initiatives. Disciplinary action is always handled under the most strict observance of all labor codes and regulations. These investigations involve our human resource and legal team, and is always managed by upper management to ensure compliance with all regulations. Additionally all disciplinary action is tracked and documented in the employees file, and followed up on. This can be basic like a performance improvement plan (PIP), a coaching opportunity, or if more serious, termination.</p>
6	<p>Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.</p>	<p>Industrial Staffing utilizes a variety of client surveys and feedback methods. To show our commitment, Industrial engages the Inavero survey, and in 2020 was named "The Best of Staffing", meaning we ranked among our employees and clients in the top 2% of all staffing firms across the country. This is measured through an independent third party. All clients have C Level management intervention, quarterly business reviews, and constant involvement to ensure 100% satisfaction and quality assurance. These plans are documented and each program has specific protocols in place to ensure quality support to our clients.</p>
7	<p>What process do you follow to ensure the proposed resumes meet your client's request?</p>	<p>ISSI assigns a dedicated Account Manager for each client, who is responsible for day-to-day interactions with the client and is constantly available to support any need. This individual will have at minimum 7 years' experience with our organization and is highly qualified to ensure compliance with program expectations. The Account Manager is in control of the reliability and responsiveness of all employees. Based on the volume, we assign lead representatives or site managers to administrate our teams. Each Account Manager has access to staffing specialists and a full onboarding team. This entire process is always overseen by our Vice President of Recruitment and the Chief Executive Officer, Linda Block, who believes in a hands-on management approach. Each resume submitted by our staffing team goes to the Account Manager for final sign off prior to submittal to ensure a good match with the client.</p>
8	<p>How do you schedule engagements?</p>	<p>All engagements are scheduled through our Applicant Tracking System, which uses technology to coordinate between the hiring manger and the contractor.</p>
9	<p>Do you have an electronic system for scheduling? If yes, please describe.</p>	<p>Yes. ISSI's Applicant Tracking System has a robust scheduling tool to ensure total coverage for all openings. This platform seamlessly engages the talent with job openings through an online portal. These tools are available in a browser or mobile application for simple use and access. This platform allows pre-qualified and vetted talent access to view available shifts and job openings that our Account Manager selects for self-scheduling. Once a resource chooses an available slot, that gets reviewed by our compliance team for secondary screening. Notifications are automated and confirmations are provided accordingly. The entire system is a closed loop, if needed, or be customized to meet the needs of the specific implementation.</p>
10	<p>What processes do you use to ensure seamless service by subcontractors to NYS?</p>	<p>ISSI has a full subcontractor team to ensure full compliance with subcontractors. If subcontractors are required, a compliance team reviews all compliance documentation, and a project team continually reviews KPIs with the subcontractor to ensure standards are adhered to at all times. We schedule weekly calls with each subcontractor for contract discussions.</p>
11	<p>How do you maintain and track unallowed and preferred candidate lists for your clients?</p>	<p>All contractors are tracked internally through our Applicant Tracking System, where candidates are tracked to ensure they're not utilized if not requested.</p>

12	What is your escalation and resolution policy (in case an issue or emergency arises)?	ISSI understands that the most important aspect of the industry is Customer Service. In order to provide the most comprehensive service to our clients, we have a very stringent response time policy. Our standard SLA, or Service Level Agreement for client response is 3 hours within business hours. For emergency situations, our SLA is 1-hour, but typical responses are much shorter than that. We setup dedicated distribution groups, so the client can reach our entire program team with a single email address. We utilize a dedicated call in number for off hour emergencies, which gives us 24/7 coverage. Our telephones are always answered by a live person and each call is handled with the utmost care. By having this procedure in place, we can ensure an immediate response time to any situation.
13	What is your process for providing a replacement if a Temp is rejected by the client? Please include details such as the time it takes to replace, and the training plan for the new Temp.	<p>While we are always sad to see our personnel leave us, it is inevitable that some of our professionals will depart to pursue other opportunities in their lives. Replacements are addressed very quickly, usually within 48 hours, or sooner. If an employee has a problem and notice is received that there is an insolvable issue, we can have a replacement in that position in as soon as 24 hours. Typically, the replacement time will not exceed 48 hours, but the geographical, technical, and logistic principles may affect this timeframe. On the esoteric and more sophisticated positions that are requested, the timeframe may have to be expanded a bit.</p> <p>When one of our personnel decides to move on, voluntarily or not, the Account Manager will conduct an exit interview where we ask the employee their reasons for leaving, poll their satisfaction with their experience with ISSI, and solicit feedback on anything we could have done to improve their experience with us. We also take the time to enroll transitioning personnel in our alumni program, which allows us to remain in contact in case we have future openings that may interest the individual and engages them as external brand ambassadors.</p>
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.	<p>Yes. ISSI has a formal quality management framework to ensure our talent continue to remain engaged with the opportunity. All internal Service Level Agreements are monitored and maintained through our Director of Quality Assurance, who sits in our internal Q/A department. Quality Assurance deliverables are broken into three core areas:</p> <ul style="list-style-type: none"> •Service Level Agreements: We capture responsiveness and contract requirements and how well we're meeting those goals. These are discussed in regularly scheduled business reviews. •Key Performance Indicators: time to hire, submittal to interview ratio, submittal to hire ratio, onboarding timeframes, job match percentages, filled orders, cancelled orders, no-call/no-show, satisfaction surveys, turnover rates. During the assignment, standard data points that are captured include spend management and milestone tracking to purchase order requirements. From a human resources perspective, we capture job evaluations on the temporary worker and HR issues. •Ad-Hoc Requests: Should a client look to capture additional details, we can easily customize our process to capture those data points and report back accordingly. These details from our Q/A department are shared with our Program Manager for discussion points in facility Quarterly Business Reviews or ad-hoc, as requested. Any specific reports are turned around within 48 hours. <p>As shared, Industrial Staffing Services received the designation of "Best in Staffing for 2020", meaning we are in the top 2% of staffing companies in the country. This is directly due to our high attention to detail, client support, and employee focused organization. There are several levels of compliance built into our internal process to ensure quality assurance. From our staffing protocols, to manager approval on all submittals, to stringent onboarding requirements, Q/A review, Talent Engagement Protocols, and final approval/sign off, the entire hiring process is closely managed to ensure quality assurance.</p>
15	Does your firm check websites such as Department of Health, Office of Professional Medical Conduct, etc. for licensure and/or accreditation information when hiring/providing candidates for Health Occupations? If yes, please provide the website address(es) you check. If no, please describe how you validate credentials for these professions.	Yes. All licenses and accreditation is validated, reviewed, and vetted by internal and external compliance teams (depending on source). All licenses and certifications are validated against any federal and/or state databases to confirm they are in good standings. These include daily reviews of 100+ sites, including OIG, SAM, OFAC, NSOPR, NY OMIG, and others through automated protocols. Depending on role, professionals are required to maintain all Joint Commission requirements and we review license and certification information regularly. We mandate primary source verification for every licensed or certified candidate we employ. Depending on role, we ensure that there is no board action on any of the license or certification information and make sure that the license is in good standing for a period of time. We also employ a specific competency testing system that every clinical candidate is required to complete. This is done continually where the candidates and employees verify their continuing skill level.
16	What is your current fill ratio?	5:6 (submittal to hire)

17	What is your current turnover rate for your temporary workers?	ISSI has a very low turnover rate, which is a testament to our strategy and support. About 4% of contractors turnover.
18	What type of programs do you have to limit absenteeism and turnover?	When speaking with candidates about possible placements, ISSI discloses a RPJ (Realistic Job Preview), so the candidate fully understands all aspects of the job, including time requirements. ISSI has found this technique to have the highest success rates among candidates to limit absenteeism and turnover. We understand emergencies happen, and in those cases, we look to work with the client to reschedule. Our focus is to always be a value-added partner with the client and provide the highest level of service. We also offer retention programs such as referral bonuses, completion bonuses, and other innovative strategies that we can utilize to best support the program. These vary based on role and specific situation. We incentive our contractors to stay engaged throughout the assignment through a variety of programs and retention plans.
19	What is your current absenteeism rate for your temporary staff?	ISSI, over the last year, has experienced a 4% absenteeism rate. This is higher than previous years, in part, due to the pandemic and other health related reasons.
20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	ISSI focuses our staffing policies on total talent engagement and ensuring there is total fill with quality employees. Our entire approach is built with this in mind and has been designed in such a way that this is accomplished. The strategy around reducing turnover and ensuring high fill rates come from a time-tested recruiting methodology. This is a core item that has made Industrial Staffing Services Inc. successful over the years. We refer to this as our 'secret sauce' and is something that has made ISSI a trusted partner to clients for many years. These policies have been designed to look at job happiness, competitive compensation programs, upskilling opportunities, job fit, various development programs, competitive benefits, and other intrinsic/extrinsic motivators. Some of these include various completion bonuses, retention programs, and offering a truly enjoyable employee experience. Our overall approach really focuses on treating our employees as individuals, and working with them to be an employer of choice.
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).	No. Industrial Staffing Services has a very large internal recruiting team that can support the needs of this contract without issue.
22	What are your recruitment policies?	ISSI has documented standard operating procedures as it relates to each item, especially recruitment policies. These policies are documented in our handbook, and at the core, are founded in equal employment, equality among employees, and ensure a safe work environment. These policies document and diversity initiatives. All staffing team members acknowledge these policies and sign off through the onboarding process. This ensures our clients that our internal staff are professional and continually abide by best in class and industry standard processes. All policies are monitored by our internal Q/A team. Each step of the recruitment policy has specific Service Level Agreements that our management team require are met and adhered to all times. Our Human Resources department is instrumental in creating these policies and validating protocols are in place.
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.	ISSI has a well-defined transition program that has a proven methodology applicable for any size population. These programs are built with communication plans, escalations policies, timeframes, project plans, flow charts, best practice, onsite support, etc. The programs are time tested and have been utilized successfully many times. Being flexible is a key to a quality transition plan, and the ISSI team can be agile and responsive to all client needs. These programs can be rapidly deployed (1-3 weeks) or done in a phased approach over a longer period. Given ISSI's management team and their industry experience, transition programs run smoothly and seamlessly. When we implement the program, it is a seamless transition. The transition program is a multi-level process that includes validation, verification, accreditation, transition, control, quality assurance, quality control, and most importantly a seamless progression. We have successfully rolled out a single person payroll service program as well as transitioned, built up and maintained annual employees numbering more than 1,000 people. Effective change management is paramount in a program. This is established through effective communication plans, which is pushed in each phase of an implementation. The ISSI team will share templates with our clients and best practice protocols during each step of the implementation. Once fully operational, our team reviews the program on an ongoing basis, and shares potential enhancements to promote efficiency.

The ISSI team will review the key goals of the program, and create the program to be in line with the goals of the program sponsorship.

- Design – Speak with program sponsors and program managers to identify key initiatives, then work through goals utilizing best practice to create a customized fit. Our team will share communication strategies for change management, and will be with your team each step of the way. Typically, programs are setup with two phases (new hires and transitioning employees). We will analyze the population mix and establish the most efficient way to proceed.

- Implement - ISSI can remotely onboard contractors, or if they are grouped in locations we can meet groups in person. Depending on the setup, our team can conduct manager trainings if needed on the program protocols and how to enroll a new contractor in the program. ISSI management utilizes project plans and implementation diagrams to ensure milestones are hit and communication is clear.

- Distribute – Using quality control / sanity checks, ISSI will schedule regular checks to ensure the team stays on task per the project plan, and will ensure the implementation is deployed per the identified plan.

- Maintenance - Once the program is fully deployed and in a steady state, our team will review for process efficiencies and ensure ongoing support.

These steps are crucial to develop a successful program that's not only adopted by stakeholders, but fits into the culture of the client.

Our Executive Management team has been involved with payroll and staffing projects for a combined total of 200+ years of experience. They have experience supporting the private, commercial and governmental sectors with contract and permanent staffing and payroll services. ISSI believes in C-Level (CEO, CPO, CIO, and CFO) interaction with every account.