

ATTACHMENT 5 - BIDDER INFORMATION QUESTIONNAIRE

Solicitation Specific Questions

Bidder Name: Knowledge Builders Inc.

Instructions: Complete all questions below. Questions may have a drop-down menu from which to select your response.
NOTE TO BIDDER: FAILURE TO ANSWER THE QUESTIONS WILL DELAY THE EVALUATION OF YOUR BID AND MAY RESULT IN REJECTION OF YOUR BID.

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 following provides an overview of KBI's selection, interviewing/screening, and hiring steps:</p> <p>Requisition Received: KBI's OGS Administrative Services Contract Administrator and Director of Recruiting are notified as soon as a requisition is received from the Authorized User.</p> <p>KBI Internal Review: During this key stage, the requisition requirements are reviewed and feedback (if any, and if allowed) is requested from the Authorized User. KBI utilizes the review and possible feedback to identify additional key qualifications and formulate parameters for screening and sourcing the right candidates. The KBI OGS Administrative Services Contract Administrator establishes the parameters for meeting the submission deadline. Also, during this stage, KBI's Director of Recruiting enters the requisition details into the KBI CATS system (which assigns a primary recruiter and sends an alert out to all KBI Recruiters) and distributes pertinent information to KBI's partner and subcontractor network; including KBI's M/WBE partners and subcontractors.</p> <p>Preliminary Candidate Screening and Evaluation: As potential candidates are identified, KBI executes an internal resource qualification process which is based on the requisition's mandatory and desirable requirements. Qualified candidates are identified, ranked and their information is updated in the KBI CATS system (Cloud Applicant Tracking System). The product of this step is a short list of qualified candidates that are available for further KBI interview and screening. Candidate availability is assessed and the administration and documentation processes are started.</p> <p>Advanced Candidate Screening and Evaluation: During this stage, all qualified candidates are evaluated for both technical and soft (communication, preparedness, etc.) skills. These evaluations are conducted in the following order of preference: in-person, video calling (Skype, MS Teams, Zoom or another webcast) or phone. If further technical evaluation is required, the candidates are subjected to online testing. A series of verification assessments are conducted including education credential validation, employment status (C2C, W2 1099, Fulltime), eligibility to work (H1, TN-VISA, Citizen, Green Card, EAD, OPT, CPT), work experience references, subcontractor information (S/M/WBE), anticipated absences and availability. The KBI CATS system is again updated. At the end of this process the top candidates are identified by the Director of Consulting Services for submission.</p> <p>KBI Hiring Process: When the candidate is selected, KBI initiates and validates employment background checks, and KBI benefits are administered.</p> <p>Assignment Initiation: KBI's OGS Administrative Services Contract Administrator will escort the new consultant to the Authorized User's facility on the start date and make sure that the consultant is all set to start work on the assignment</p>
2	What are your testing, training and orientation programs for temporary workers?	<p>KBI has an annual training budget that it allocates to its workers on an as-needed basis. Development/Training helps in maintaining a consultant and prepares the consultant to better serve KBI's clients. This budget is spent to enhance the professional and soft skills of our consultants. When applicable, the consultant will be tested to validate their mastery of the training topics and any resulting certifications will be made available for our client's review.</p> <p>KBI will also access to Lynda.com® A LinkedIn Company. Lynda.com is an American online training company offering thousands of courses in software, creative and business skills. These interactive self-paced tutorials are created and delivered by industry experts.</p> <p>Orientation is performed prior to the consultant's engagement with our clients. Full details regarding the assignment and KBI's consulting policies, are clearly documented and presented to the consultant. This documentation is inclusive of but not limited to KBI's employment/subcontractor contracts, nondisclosure agreements, and the KBI Employee Manual.</p>
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.)?	<p>KBI's on-boarding/hiring process includes all required Industry Standard National Criminal Background checks using PeopleFacts. KBI performs a review to make sure that all employment and/or sub-contracting paperwork is in proper order. This paperwork includes: any appropriate Agreements, I9 Employment Eligibility, and Work Authorization documents. At the request of Federal customers, KBI will utilize the eVerify program to further ensure employment eligibility.</p> <p>KBI directly checks employee past references to validate the candidates experience match the requirements/duration of the job requisition. The primary focus is to validate staff skills and their capability to effectively perform the tasks required for the position they will be filling. The timeframes KBI check vary with the positions, from as little as one year to more than a decade. KBI welcomed OGS HBITS auditors who reviewed our employment and contracting documentation, in October 2015 KBI accurately provided invoicing, payment (employee / subcontractor), education verification and background check documentation for the KBI staffers selected by OGS.</p>
4	Do you agree to perform the background checks as identified in the Solicitation as requested?	Yes

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>Individual performance is tracked initially through weekly time sheets. KBI Staffers provide either weekly, bi-weekly or monthly time sheets that include hours worked, documents absenteeism, personal time-off and accomplishments. Through KBI's account management, corporate staff maintain contact with our onsite consultants through frequent HR and assignment updates. KBI Account managers meet with client managers to assess their over satisfaction with each engagements progress and annual performance reviews are conducted with each KBI consultant. KBI has more than 275 active placements within NYS and NYC agencies and our experience has shown our practices to be effective in monitoring our staff members' performance.</p> <p>KBI rewards good performance with our annual bonus program and twice annual consultant appreciation get togethers. These gatherings occur in June and December each year and the bonus is shared as an additional payroll bump in the individual paychecks for employee. Over the past fifteen (15) years KBI staffers have received a \$250 bonus.</p> <p>Given KBI's high volume of placements with NYS, we do from time to time need to address performance issues. KBI takes every step possible to mitigate performance issues and we work with our clients' management staff and consultants to resolve any issues quickly. We will intervene, as well as advocate, for our staff. We provide our clients and staff with a clear escalation path to address issues. When it is apparent that staff should be replaced, KBI corporate staff will go to our clients' offices to directly manage the consultants exit transition. When approved to do so, KBI will backfill the position with a more suitable candidate and honors all contracted transition agreements.</p> <p>Discipline matters are managed by KBI's Human Resources. KBI does document issues, meets with staffers and on a case-by-case basis determines disciplinary action is administered. Possible actions include corrective training, suspension, removal from an assignment or 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>KBI's Total Quality Management Program</p> <p>Total Quality Management at KBI is achieved through the efforts of our full corporate team, our account executives as well as our field staff. Every week a formal staff meeting is held which includes the participation of our account executives, human resources, recruiting staff, finance, and operations. An encompassing review of corporate opportunities, challenges and new initiatives are engaged. Opportunities include ongoing customer engagements and partnerships, as well as new engagements and partnerships. Challenges are continuously monitored and documented from initiation through resolution, providing for cross organizational exposure and mitigation plans to be executed. The above activities impact each of the stakeholders within our corporate offices and operational tasks are distributed to our field consultants via the appropriate channel – Account Managers, Human Resources, Recruiting, etc. Through these practices KBI's collective best practices are developed to leverage operational efficiencies and optimal customer outcomes.</p> <p>KBI's Total Quality Plan (TQP) is client centric. Our overall goal is to increase our primary KPI (Key Performance Measure) – Client Satisfaction. It is the management of our processes and initiatives which drive improvements for our customers. Key components of our approach include;</p> <ul style="list-style-type: none"> • Executive Management – KBI's Executive Team acts as the main driver for our TQP and creates an environment that ensures its success. • Training – Employees receive regular training on the methods, and concepts, that apply to their roles at KBI. • Customer Focus – Improvements in quality are designed to improve customer satisfaction. • Methodology and Tools – Use of appropriate Methodologies and Tools are identified to allow KBI to quickly respond to client needs. • Continuous Improvement – KBI continuously work towards improving our delivery processes and quality procedures. • Company Culture - KBI's culture is aimed at developing employees' ability to work together to improve quality. • Employee Involvement – Employees are encouraged to be pro-active in identifying opportunities to improve client engagements. <p>KBI is currently developing the KBI CSAT (Client Satisfaction) Program. This program is available to Microsoft Partners and allows for standard, as well as customized, client survey tool. With this capability KBI will be able automate communications that solicit customer feedback on our consulting engagements via a secured client satisfaction dashboard. An aggregated analysis of this data provides valuable customer feedback to impact results including quality metrics.</p>
7	<p>What process do you follow to ensure the proposed resumes meet your client's request?</p>	<p>KBI's screening, review/interview mechanisms, selection process and relevant standards and procedures include:</p> <ul style="list-style-type: none"> • Qualifying the candidate resumes against the client specified requirements • Performing candidate work experience reference checks and education credential validation <ul style="list-style-type: none"> o References are specifically asked to validate past performance for attendance, quality work products, communication, and documentation skills. • Conducting screenings and interviews by KBI technical resources <ul style="list-style-type: none"> o Candidates are vetted through no less than three touchpoints prior to submission o The vetting results are audited by a KBI Manager prior to submission and any cause for concern will trigger additional reviews. o Interviews are conducted by a Senior KBI Consultant aided by position specialists as required. • Assessing candidate communication and soft skills • Administering online tests/evaluations when determined necessary • Performing standard background checks prior to placement
8	<p>How do you schedule engagements?</p>	<p>KBI utilizes an Applicant tracking system - Tracker-RMS.</p>
9	<p>Do you have an electronic system for scheduling? If yes, please describe.</p>	<p>KBI CATS has seamless integration with email (two-way) ensuring scheduling activities are logged quickly, automatically and against the relevant records. The KBI team can attach emails and documents to a lead, job or contact records or simply create a new contact, lead or job directly from their inbox. To add to this, you can also synchronize your calendar appointments, address book contacts and tasks. KBI CATS can do ALL of this in seconds.</p>
10	<p>What processes do you use to ensure seamless service by subcontractors to NYS?</p>	<p>KBI holds all contracting staff to the same standards and expectations as our direct employees. Contracts are executed with subcontractors that roll down all client obligations and legal terms to the subcontractor and KBI maintains full responsibility for subcontractor deliverables due to our role as the prime contractor. Finally, subcontractor payments are made in a timely manner per the contacted terms with our subs.</p>
11	<p>How do you maintain and track unallowed and preferred candidate lists for your clients?</p>	<p>KBI CATS can electronically maintain both client specific business rules that include rejection list and short list functions. These functions provide the capabilities of the "unallowed" and "preferred" candidate lists, as they are designed to preclude and promote candidates to clients, authorized users, and or Task Orders. KBI has four internal staffers who can configure these functions.</p>

12	What is your escalation and resolution policy (in case an issue or emergency arises)?	KBI's OGS Administrative Services Contract Administrator is the initial and primary point of contact for escalation and resolutions. The escalation path moves on to KBI's Director of Consulting Services and finally to KBI's President. KBI maintains contact information for all our staffers, as well as an emergency personal contact for each. KBI will work to resolve issues and emergencies to the satisfaction of the Authorized User organization.
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.	KBI maintains pipelines of active candidates that will be utilized when replacing rejected staff. These pipelines are specifically maintained to satisfy quick client deployment schedules. KBI will initiate contact with pipelined and pre-qualified candidates, or if necessary, initiate KBI's standard recruiting process, conduct a fresh search, and begin qualifying replacement candidates for the Authorized User. KBI will present the Authorized User with their top two or three qualified candidates as quickly as possible and within 2 - 5 business days of request. KBI will then work with the Authorized User to schedule interviews and fulfill the assignment. When replacing a candidate, KBI's OGS Administrative Services Contract Administrator will manage the transition plan and escort out the reject Temp. The transition plan will include the return of the Authorized Users assets (ID Cards, passwords, etc), secure work performed to date and identify the task and duties to be completed. This information will be utilized to inform the replacement staff of expectations and tasks to be completed. KBI will work with the Authorized User to establish an equitable agreement regarding start-up and re-work costs, relating to any transition of staff.
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.	KBI's largest contract, OGS Hourly Based IT Services (HBITS) contract, generates quarterly performance report cards. These are provided as program documentation because like the OGS Administrative Services Contract, our internal procedures have driven our success on the HBITS contract. Temp workers for OGS Administrative Services, will be treated with the same respect, scrutiny, and expectations of our HBITS staff. KBI is in the process of documenting our Quality Assurance Measures that will formalize our QA Program.
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.	The only title which pertains to KBI's bid response is from Lot 5, Radiologic Technologist. When screening candidates for this title KBI will check the below link as an indicator of a candidate's certification. Further validation with NYS Department of Health is then requested and the actual certification is confirmed by NYS DOH through an email notification. https://www.health.ny.gov/professionals/ http://www.op.nysed.gov/opsearches.htm KBI will validate certifications with the organizations that published the certification. As an example, we can validate a Microsoft Certification with Microsoft or State certification with the NYSED Office of Professions. These validations and related documents are tracked and saved with our applicant tracking system.
16	What is your current fill ratio?	Based on a spend to date analysis of the OGS Administration Services and HBITS contracts with the total spend to date with all vendors servicing similar job titles, we estimate our fill ratio to be 1 for every 6.7 jobs released while competing with more than 50 vendors.
17	What is your current turnover rate for your temporary workers?	KBI retention rate is 95%. Temporary staff positions are typically rebid on a one to two year terms. Two year terms are the norm for NYS.
18	What type of programs do you have to limit absenteeism and turnover?	KBI provides a paid time off (PTO) as part of our employee incentive plan. This benefit provides for 8 holidays, 56 hours of sick time, and 16 hours of personal time for our employees annually. This benefit incents employees to limit their absenteeism and to accurately self-manage and report on their attendance. KBI further ensures that each consultant provide emergency contacts which tend to be a spouse or close family member. If a KBI worker is absent and not responsive to our outreach, then the emergency contact is then notified. This tends to result with a rapid response and explanation for an absence. It should also be noted that KBI policies relating to schedules absences requires the proactive prior notification of the event to both KBI and our end client's manager.
19	What is your current absenteeism rate for your temporary staff?	KBI Absenteeism rate is less than 5%.
20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	KBI treats all consultants fairly and respectfully. Over time these policies become well know with our staff, who then become our best recruiting resources. It is not unusual for our competitors' staff to join the KBI team over time. More importantly we find that KBI staff will report openly to us their refusal to join another company during a contract renew period. KBI in turn tends to share a higher percentage of our billing rates with the consultant than our competition does. As an organization, we keep a tight lid on overhead costs and are aggressive with our billing rates. This has translated to high retention rates, low turnover and a high-volume of placements.
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).	KBI identifies our partners during our new contract onboarding procedures. KBI targets NYS certified MWBE companies to become our subcontractors. We utilize the Empire State Development's website to identify and validate strong subcontractors by SIC code. KBI then promotes our open opportunities to these organizations and establishes contractual relationships when placements are achieved. KBI will also contact with non-MWBE and independent contractors with a preference towards NYS based resources. Finally, KBI is growing our Service-Disabled Veteran-Owned Business (SDVOB) subcontracting partnerships. KBI targets companies identified by OGS as NYS Certified SDVOB and we frequent MWBE/SDVOB networking events to establish new partnerships.

22	What are your recruitment policies?	<p>Recruitment Policies: KBI initiates several concurrent candidate search methods including: an internal review of pipeline candidates in the KBI CATS system, working with focused partners and subcontractors, sourcing candidates via the web, cold calling, requesting/reviewing referrals, and utilizing social media and job boards. KBI also posts the position on KBI's careers website, communicates to the internal KBI consultant network, and leverages our recruiters' online networking skills to find the best possible candidate for the position.</p> <p>Candidate Submission: At this point, requisition paper work is completed, resumes are formatted, and a completion checklist is reviewed. The selected qualified candidates are submitted to the Authorized User.</p> <p>Pending Interview Period: During this period, the KBI Recruiting team keeps in regular contact with the submitted candidates to ensure their availability. KBI also maintains contact with pipelined candidates in case there is a future need.</p> <p>Client Interview: When a submitted candidate is selected for an interview by an Authorized User, KBI's OGS Administrative Services Contract Administrator and Operations Manager assist with the scheduling of the interview and all associated logistics.</p>
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.	<p>KBI will be utilizing the same internal processes and procedures that have driven our success with the OGS HBITS contract. One strategy we successfully implemented was the partnership and in some cases targeting of past employees of past OGS suppliers that were not awarded a new contract. KBI internal recruiting staff are trained and certified in internet recruiting techniques. These learned skills allow us to identify incumbent resources so they can be added to the KBI team. The KBI track record with HBITS and the OGS Administrative Services contracts demonstrates our capability to attract and retain the best talent for NYS at competitive rates.</p> <p>For non-incumbent positions KBI will bring on new staff that are local and qualified for each position. Subcontracting staff will be utilized to ensure a high response rate for each position released by Authorized Users. Through these and other proven strategies utilized for HBITS, KBI grew our NYS staff to over 275 resources. Our expectation is to be a high-performance vendor for the OGS Administrative Services contract, as we are on the HBITS contract.</p> <p>Successfully completing and fulfilling a consulting engagement requires regular open communication to both maintain the consultant and minimize risk to the engagement. The KBI CATS system is continually updated during each engagement. Following are some of the steps KBI has implemented to maintain its consultants:</p> <ul style="list-style-type: none"> •Consultant Touch-points: KBI has a standard "Consultant Touch-point" practice that drives communication at the initial stages and throughout each of its consultant engagements. There is a higher frequency of contact with the consultant in the early stages of each engagement as the consultant settles into the assignment. These contacts are geared towards making the consultant a more loyal part of the KBI team and for addressing any needs or potential concerns. In the later portion of the engagement, the consultant touch-points serve to continue the relationship with the consultant, identify items that may impact the engagement (for example, vacation or other absences) and to ensure the consultant fulfills the engagement. •Periodic Client & Consultant Feedback: KBI's Contract Administrator will establish and maintain a periodic feedback mechanism with each consultant's client supervisor. This establishes an open channel for client issue communication that is then processed and conveyed to the consultant. KBI's Contract Administrator will also periodically check in on the consultant to assess how things are going and identify any areas of concern. If an issue requiring remediation arises, KBI's Contract Administrator will take proactive steps to develop and execute an appropriate remediation plan. •Development/Training & Education: KBI has an annual training budget that it allocates to its employees on an as needed basis. Development/Training helps in maintaining a consultant and prepares the consultant to better serve KBI's clients. This budget is spent to enhance the technical and soft-skills of our consultants and has been effective in the remediation of issues in the past.