ATTACHMENT 5 - BIDDER INFORMATION QUESTIONNAIRE
Solicitation Specific Questions

Bidder Name:	**Mindlance 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.	Mindlance Recruitment Strategy: 1. Matured Talent Mapping capabilities, which is the backbone for designing client-centric local/regional/national talent sourcing strategy 2. Digital Recruitment Platform - embracing the best-of-breed tools/technologies – 'always on' platform engaging passive candidates, developing proactive pipeline, and accelerating our ability to quickly influence and attract top-performers to your contingent program 3. Laser-Focused, Client-Dedicated Recruitment Team(s) – our hybrid blend of 'old-school' outbound dedicated client-centric recruitment and 'new-school' inbound strategies ensure that every top-performer that matters is aligned with your opportunity New Client Onboarding and Implementation Approach Mindlance recognizes that depth of understanding and relationship from the outset of a new opportunity is key to success, both for Mindlance delivery teams, and participation & results for the Client. Mindlance assigns a centralized implementation team that prepares a holistic client analysis document 'playbook' including client business analysis, needs, consultant value proposition, and individual role analysis. The playbook becomes the SOP for the client engagement, and 'roadmap' to benchmarked success. Mindlance prepares and trains the assigned dedicated account team with in-depth client analysis, resulting in our ability to successfully find right fit, right skill, right price, and right location talent from day one. Orienting Account & Recruitment Team to the new client • Understanding the customer – Analyst reports; investor presentation; 10K; 10Q • Understanding business units, services/products and how it relates to the customer's business domain • Understanding Operational and technical roles • Understanding the technology stack • Developing a value proposition and customer branding for the candidates • Building ideal candidate personas for top 20 skills – based on the analysis of job description and effective job titles • Setting Internal governance on client performance bi-weekly in addition to governance of recruiter and AM performance (Specific SLAs around Quality, Coverage, Speed, Pricing, Compliance & Service) At the core of Mindlance iterative approach to understanding of our clients business, is our defined Talent Acquisition approach. Starting with Talent Strategies which include knowledge of the clients industry & business model, current gaps and labor needs, creation of value propositions (A), defining the roles most consumed (B), identifying active & passive talent sourcing channels (C), sourcing & pipelining (D), multi-point screening (E), and redeployment strategy (F).
		A) CLIENT & ENGAGEMENT BRANDING In order to 'market' any assignment to a prospective candidate, Mindlance creates client specific (and in some cases assignment specific) value proposition which cover the following aspects: 1. Great company, business unit or product group a. Client profile, market perception, strong company performance 2. Great role a. Freedom and autonomy, career advancement & growth opportunities 3. Great leaders a. Well managed and people developers 4. Work culture a. Flex time, team building events, employee facilities (gym, restaurant etc.) 5. Attractive benefits a. Differentiation between performers, competitive salary, bonus opportunities, opportunity to be converted from contract to perm 6. Work/Life balance a. Meaningful assignment duration, location, hours of operation 7. Impact on candidate's skills and future marketability a. Industry/vertical, technology used, innovations, training & development opportunities 8. Worker experience a. Current and prior consultants hands on feedback b. Answers to challenging perceptions in the market re: client and/or location
		B) CORE PROGRAM SKILLS ANALYSIS Decoding the Top 20 mostly hired roles (our hypothesis is that 20 roles will encompass 80% volume). As part of the talent strategy Mindlance narrow the focus on the clients' top 20 core skills: • Identify the top used roles, combining skill, location and rate • Assigned to a dedicated sourcing team who proactively source matching candidates • Design a custom sourcing channel strategy, including market research to identify unique channels • Define and refine screening methodology, including all screening and assessments performed • Implement performance measurement model, which defines KPI's & SLA's including coverage, speed, quality and pricing • Tailor the strategy to client needs, market conditions and internal success C) TALENT STRATEGY Our approach includes a variety of local and national partnerships, strategic marketing, and a defined recruitment process that together generate the appropriate resources in a shortened timeline. We have partnerships with collegiate institutions and technical schools as well as local unemployment agencies which allow us to access readily available talent. Additionally, an ongoing marketing program feeds associates ready to hire into our recruitment process to pre-qualify them for employment. Mindlance develop a comprehensive sourcing channel strategy with core focus on (1) Talent Supply and Demand Analysis; (2) Talent Pool Development Strategy & Execution; and (3) Skill-wise segmentation of sourcing channels as well as target companies • Internal Database – Indexed by industry/location/skill/level, etc. • Integration of an adaptive AI engine with our ATS to source passive candidates efficiently and accurately based on semantics of sourcing pattern • Job Board Analysis (including industry-specific, diversity and military-centric) • Sourcing Passive Candidate - Using LinkedIn Recruiter and Zoominfo to map relevant candidates based on industry, company location and size, title, job function and similar companies • Proactive Redeployment Model for consultants coming off assignments (Re-deployment and Re-engagement efforts – Keeping a track of existing contractors and qualified past candidates) • Candidate Relocation Strategy – from other geographies within US and Canada • Proactive headhunting from select groups within select firms leveraging LinkedIn Recruiter and other tools
		• Leveraging online communicates where IT talent tends to aggregate such as (1) GitHub, (2) Stack Overflow, (3) Quora, (4) Angel List, etc. (For instance, GitHub is a great place to find developers, while Dribbble & Behance is ideal to find creative/design candidates) • Local Channel Partnership & Sponsorships – Local Events, Meet-up groups for IT professionals, educational institutions, vocational training institutions, tech start-up groups, etc. • Partnership with Coding Boot Camps (Example – There are 5 established coding boot camps in North Carolina, and over 100 within U.S; key skills are full-stack JavaScript, Ruby on Rails, Java, PHP, Python, and .NET) • Partnership with diversity focused STEM groups such as Society of Women Engineers, the Society of Hispanic Professional Engineers and the National Society of Black Engineers • Active Bench (Physical & Virtual) strategy & execution, along with programs for visa sponsorship (H1, TN, OPD) for niche specialty and high-paying skills • Cross-industry Comparable Candidate Assessment – reviewing pool of candidates from other industries which can be reasonable trained within the target industry • Leveraging new candidate marketing platforms and referral platforms such as Firstbird as well as Employee Generated Referrals – A material percentage of our candidate pool consists of referrals from our existing resources. This helps in quality as well as reduced recruiting costs. • Partnership with Hire-Train-Deploy service providers • "Mindlance in the market' – Deployment of local 'event' teams • Where allowed, selective partnership with Diversity & small sub-vendors for niche skills D) TALENT SOURCING Once the Talent Strategy is in place, Mindlance Talent Sourcing leverages the scale of our recruiting organization. Surrounded by a mature measurement, report and governance process, client dedicated teams source candidates (i), build the talent database (ii), and define specific talent pools (iii). i. Leveraging Recruiting: 1. Core Dedicated Recruiting Team – Our tenured recruiters expand their networks rapidly with unique candidates to support our clients. They network with past and present contractors and plan for future client staffing needs. 2. Centralized Sourcing Centers – A team of 100+ niche-based sourcing professionals provide 24/5 support to our recruiters and populate our database with new talent. These team member's pro-actively source and initiate contact with potential candidates for recurring needs. It creates and maintains a large internal database, matching resumes to clients and locations based on skill sets, experience, salary expectations, and location. It identifies potentially qualified candidates who, if selected, enter our formal screening process. Providing qualified, local talent in real time.

3. Specialized IT Recruitment Teams - Mindlance Skill-Specialized IT Recruiting Unit consists of recruiters who are trained and focused in specific technology stack they are aligned with. These specialized recruiting teams allow for improved sourcing, evaluation and rapid deployment of high demand skill-sets, enabling our clients to manage their resourcing needs and their time-to-market needs efficiently.
ii. Building the Talent Database.
Mindlance utilize a proprietary applicant tracking system MTRACK, this powerful web enabled tool provides recruiters with 22 million plus candidates to select from:
a) Highly defined search criteria that extends past key skill words or location, returns 100's of specific and available candidates within seconds.
b) Mindlance populate this DB using an algorithm methodology based in market and client research. Harvesters are created based on specific locations, 'evergreen' frequent job titles, or niche/specific skills, retrieving new candidates and resumes in real time.
iii. Specific Talent Pools
In addition to our database of 22+m candidate pool we also have developed specific screening tools, methodology and teams identified to ensure talent pools are built precisely and proactively.
a) Leveraging our multi-layered centralized recruitment organization, recruiters are assigned to a specific sourcing role. Their function is to pre-screen passive & active candidates, update their status & skills. Passing active candidate on to client or vertical dedicated recruitment teams, and creating "hotlists" that form our talent pools.
b) Concurrent to our active searches we continuously update our database, coding candidates on future availability, specific timelines, skill set, location and candidates need. Mindlance believe that every interaction is an opportunity, these pre-built candidate talent pools will become our future consultants.
c) Our recruiters have pre-screening question templates, which are automatically updated in our database and searchable by any terms that we identify are needed for jobs/clients/skill sets.
d) Mapping of our client's historical hiring trends and potential future needs by calendar, title and location, Mindlance build "hotlists" of pre-screened candidates, which are interested in these specific opportunities, companies and organized by skill set, industry vertical and geography.
e) Core Dedicated Recruiting Team – Our tenured recruiters expand their networks rapidly with unique candidates to support our clients. They network with past and present contractors and plan for future client staffing needs.
f) Consultant mapping – All active consultants are coded for past clients, location, skill, and job titles, and availability lists are created & shared within the organization.
g) Client Matching – Client specific talent pools are created by marrying the client historical hiring maps to the Mindlance availability lists.
h) Mindlance maintain a separate bench of 'valid visa' consultants via its' H1b practice. Whether deployed or virtual, this group update and share availability to all account management teams.
As part of our service offering market analysis and feedback is offered. We are able to share where talent pools of specific skill or location can be sourced, and frequently provide the best cost analysis for this talent. Both on demand and pro-active to our client partners. Providing sample resumes for hiring leaders to review and sample "hotlists" of the size, skill and location of Mindlance talent pools providing valuable information to our clients. Partnering to find the right talent in the right location for our clients is key success factor for Mindlance and on numerous occasions has led to collaborative hiring plans.

E) TALENT SCREENING
CLIENT-SPECIFIC TALENT SCREENING:
Creation of Questionnaire

Talent Screening
The Mindlance assigned Delivery Manager creates pre-screening questionnaire for the repetitive top skills, and customizes for each new skill requisition. This is for each specific client and for the role being sourced by the client. Pre-screening questionnaires ensure recruiters cover and record all aspects of the candidate, as he or she relates to the role. Questionnaires cover multiple aspects such as candidate's skill, education, work & project history, logistics, and economics.
First level screening by specialist recruiter:
The Mindlance Sourcing Specialist first screens resumes to determine if they match the job specification in terms of the required skill sets, project experience, domain knowledge and pay rate expectations. Initial Screening covers multiple key 'fitment' areas, defined by each client:
a) TECHNICAL - Skills Qualification
b) EXPERIENCE - Employment History/Job Functions and Educational Background
c) PERSONAL - Personal Preferences, and Availability
d) PERSONALITY – Cultural Fit, Behavioral Interview, Excitement about the Role and Client
Following the Initial Screening process, if the Specialist Recruiter considers a candidate to be a viable fit, they will complete a full evaluation. To that end, Mindlance takes numerous steps to verify a candidate's experience levels:
• Matching of Resume with LinkedIn Profile – This helps weed out any fake or exaggerated candidates, wherein their resume does not fairly match their online LinkedIn profile
• Reference Check – for at least 2 of the past 5 assignments / jobs

Second level screening by standardized technical assessment testing and/or technical SME:
a) ASSESSMENT USING Glider.ai.
Mindlance leverages this tool to provide the next level of deep dive assessment. While Mindlance internal screening process is robust and multi-layered, leveraging cutting edge technology is both a cost and time saver for Mindlance and our clients. Glider Custom Assessments incorporate (1) Data Driven Evaluation methodology; (2) Multiple screening formats (open ended White Boarding to Behavioral Assessment to Quantitative / Critical Reasoning to specific technical / domain skills; (3) Proctoring, Authentication and Security; and lastly (4) A Comprehensive candidate evaluation report and analytics. Example: In a tech coding assessment scenario, Glider.ai online assessment approach:
• Hiring Manager Preferred Assessment Mode
o Allows for selection of standardized tests or custom built test modules based on technology stack requirement.
o Includes coding simulators which emulates real coding environments and coding tests based on domain-driven real-world business scenarios
• Data Driven Evaluation methodology
o Comprehensive testing and ranking incorporating appropriate weights for Correctness, Approach, Time, code efficiency, code memory consumption and complexity
• Proctoring

o Live video monitoring; Auto behavior alerts for suspicious user behavior; Automatic face and eye detection at regular intervals; Complete recording and review of entire session
o Authentication
o Access restriction by IP addresses, certain devices, OTPs
Security
o Algorithmic checks: ban on camera simulators, screen sharing, desktop extension, extra person
o Browser navigation control to prevent candidates from navigating from test window
o Defined access rights, ensuring no tampering
o Maintenance of log reports, audit trails
b) TECHNICAL INTERVIEW BY A SME – Additionally, for specific skills, Mindlance leverages its in-house and extended network of SMEs Practitioners (Existing / Ex – Consultants) to technically screen candidates for specific requirements at specific customers. Live or Via Skype, Mindlance requirement domain/skills specific Subject Matter Experts or engaged consultants on payroll, qualify candidates using a proprietary written or standardized test, ask questions about the candidate's skill levels and expertise

Third level screening by Mindlance Account Executive (AE) or Delivery Manager (DM):
Typically in-person or via Skype, the AM/DM examines the candidate's aptitude for the role and verifies information on his/her resume. Preliminary assessments are made about the candidate's experience and education as well as professional compatibility.

Based on the results of each step above, the Mindlance AM/DM makes a determination of the candidate presented.
• Narrowing down the list of qualified candidates to a manageable number (Long list, to Short list)
• The AM/DM provides a summation of their assessment in the candidate submittal. Once the AM/DM has made a determination to submit the individual, he/she reviews further specific details of the client including hours, wage, intrinsic factors such as dress code, vacation policy, travel, etc.
• Any/all aspects that may be a create an undeliverable candidate at time of interview are explored
• The AM/DM obtains all other relevant information required for the candidate submission and presents to the client, following all specific direct submission protocols.
• Presentation of fully vetted, skill matched candidates to our clients occurs within a 48 to 72 hour window from receiving new request (dependent upon program SLA's).

F) REFERRALS AND REDEPLOYMENT

Dedicated Consultant Relationship Management (CRM):
Mindlance successfully implemented a structured consultant relationship management group within the organization, with prime focus on retention and contingent worker service. CRM representative's network among consultants fostering close ties and building a 'Mindlance' family. Positively these interactions create a robust referral stream, where our current contractors frequently refer their peers, friends and family to Mindlance. One the other primary functions of CRM is redeployment, reach out occurs 30 to 60 days before posted end of assignment. Extension management may take place, but where end if firm CRM re-markets to internal recruitment.

Redeployment across the Org:
Dedicated re-deployment team of recruiters doing the reverse by matching the candidates against job openings across clientele
o Leveraging ATS to continuously map:
 Skillset needs by location and client to provide better visibility to redeployment recruiters
 Hiring trends by skills/location/client
o Candidate profiling and creation of skill/location wise priority hotlist of redeployment candidates within ATS – helps in optimization of search results within ATS
o Intensive marketing campaign across all recruiting team
o Higher % incentives to recruiters/account managers to re-deploy candidates
o Bench pay of up to 90 days for visa dependent candidates
o Relocation assistance for candidates willing to relocate for next opportunity
o Training re-imbursement up to $500 while in between assignments
o Engagement through break in service period
o Continuous tracking of redeployment numbers by skill/location – to help improve efforts

Given our current presence within key markets such as State of New York etc. where pre-existing talent pools have been built, we are confident in our ability to provide resources within 24hrs of release. Our robust database, specific talent pools, along with consultant referrals will ensure client a readily available supply of talent at any given time. In addition, our redeployment efforts make sure these professionals stay with the Mindlance talent network, and are available to client.

2	What are your testing, training and orientation programs for temporary workers?	EXTERNAL EMPLOYEES / CONSULTANTS: Mindlance Orientation & Policy Training Program: Candidate experience and preparation is key to their success as a consultant with our clients, Mindlance goal is that each consultant becomes a seamless member of our client's workforce while on assignment. Mindlance requires each new contingent worker to take part in our Orientation Program prior to placement at a worksite. All contingent workers new to a particular client or those who have had a break in service with the client of six months or more must participate. The Orientation Program is customized to client requirements, but overall it familiarizes new contingent workers with the client's culture, policies and procedures, and provides instructions concerning: 1. The use of the Workforce Management Tool to record time and expense records 2. Procedures for submitting records and reports 3. Requirements concerning the protection of NPI and other Confidential Information 4. The client's policies and procedures applicable to contractors (including security procedures and Service Requirements for Contractors and Consultants) 5. The client's policies on the use of technology 6. Additional topics related to the performance including, but not limited to: a. Client Organization Overview: Job Details, Job Location, Reporting Structure, etc. b. Mindlance Overview: Issue Escalation Process, Point of Contact Details, Benefits Overview, Payroll Schedules, etc. c. Acceptable Code of Conduct d. Procedure for planned vacation and unplanned sick time reporting e. Travel/other expenses guidelines f. Facility Access/Equipment usage guidelines g. Review of the Information Disclosure and Confidentiality Agreement h. Data/Application/ Cyber Security Guidelines & Expectations i. Safety/Ergonomics/Security guidelines j. Performance Expectation k. Client work days/hours, etc.
		Mindlance has a formal training plan in place for all of its contractors/permanent salaried employees with tuition reimbursement up to $1,000/year per employee. a) For specific project requirements, upon request of the client and approval from Mindlance AM, the contractor can participate in a specified external training. Upon successful completion, the contractor is provided partial/full reimbursement depending on each client arrangement. b) For specific project requirements, Mindlance delivery center SMEs conduct web-based instructor-led training around core and specialized skills. c) As an additional benefit, Mindlance contractors can avail subscription to web-based online training portal - LinkedIn Training or Udemi.com
		Mindlance Dedicated Team comprised of Technology industry SMEs, in a multi-step screening process: 1. First Level Screening by the Specialized Recruiter: a. Mindlance role specific Questionnaire: Utilizing highly-defined, client-specific questionnaire to pre- screen candidates b. Glider Screening Tool (online simulative tool which, based on the skill evaluated, automatically feeds questions to the recruiter to ask the candidate, and also guides the recruiter with expected responses; also allows recruiter to deep-dive into a particular subset) c. Use GLIDER.ai product to provide customized video behavioral interview 2. Second Level Candidate skills assessment: a. Glider.ai Assessment/Test And/Or
		Non-complex role questionnaires are created and administered by the recruiter directly. For complex or industry specific roles Mindlance utilize SME practitioners to design questionnaires, these are either administered directly or established in GLIDER.ai. Glider provides the recruiter with the series of questions, prompts on next steps and outlines preferred answers, guiding the recruiter through the screening process. In this way the questions, answers, data capture and analysis are consistent across all candidates being screened for this role, allowing true apples to apples comparison. Questionnaire Example: Example: Salesforce Developer Key Expectations: Developing customized solutions within Salesforce platform Designing, coding and implementing Salesforce applications Role Specific Questionnaire: 1. Application Development • Does the candidate have proficiency in writing Apex triggers, batch classes, controllers • Has candidate worked with Salesforce Lightning components – Aura/LWC • Experience with declarative customization, for e.g. Process builders, workflows, record types and page layouts etc. • Experience with Salesforce products like Sales cloud, Service cloud, Community cloud, Marketing cloud, Einstein 2. Integration/Deployment • What type of API integrations have they done on Salesforce platform to integrate with other systems (REST, SOAP) • Do they have Integration experience with other cloud platforms such as Azure, AWS, GCP • Which tools they have used to deploy the code e.g. Salesforce CLI, Ant, Jenkins, change sets
		3. Agile • Did they describe agile correctly and are they familiar with agile ways of working? • Are they familiar with agile terminology such as sprints, epics and milestones? 4. Problem Solving • Does the candidate display the ability to work on complex problems and solutions? • Do they describe complex projects in their resume or during the screening call? 5. Communication • Did the candidate communicate well verbally during the screening call? • Do they have experience with facilitation and documentation? 6. Collaboration • How would they describe the relationship between the operations team, IT, and the rest of the engineering team? • How much of the team is distributed? Collaborating with "work from home" or "remote" or offshore teams? 7. Certifications • Which certifications have they acquired and if they are active (Platform developer 1, Platform developer 2, Salesforce Certified JavaScript developer (Lightning) • Salesforce Trailhead link – Accomplishments, Contribution in Salesforce community 1. c. Behavioral Interview Mindlance have extensive experience with GLIDER.ai which we use enterprise wide to perform virtual interviews. GLIDER.ai capability allows creation of role specific questions (typically behavioral in nature), with a link sent via email to the candidate. Virtual interview technology is available on web for PC/laptop user and in App form for smartphone users. Mindlance recently completed a 350 headcount hiring project utilizing virtual technology as the initial interview phase. All our video recorded interviews are reviewed by the assigned account team, and can be made available to the hiring manager at the time of submission. Top advantages: • Increased likelihood of candidate to both participate in the interview, and schedule sooner due to convenience of use • Recorded vs. live helps candidates to focus on their responses to the questions, preventing or reducing chances of distraction or intimidation based on interviewer's reaction or response • Video interviews offer you a chance to showcase your company as a tech savvy enterprise. A personalized video interviewing platform can help you develop and maintain a strong company brand • Enhances team collaboration as you view and comment on video recordings and take a transparent and collective decision

		• Opportunity to add multimedia which can enhance interview experience, and managers can share notes, review & discuss on the platform • Standardization and equal review is heightened, you can compare candidates responses side by side for data-driven decision making • Recorded video interviews provide hiring manager with the opportunity to review candidate's responses over and over again, ensuring that no piece of information is overlooked or lost • Several studies in the recent past have concluded that minority applicants prefer video interviews, since the questions posed to each candidate are automated and identical, they elicit more personal and frank responses, and can be fairly compared to each other. Second level screening by a SME 2. a. Technical assessment/testing Mindlance engaged with GLIDER.ai to provide the next level of deep dive assessment. While Mindlance internal screening process is robust and multi-layered, leveraging cutting edge technology is both a cost and time saver for Mindlance and our clients. Glider offers a selection of standardized tests, Data Driven Evaluation methodology, Proctoring, Authentication, Security, Comprehensive candidate evaluation report and analytics. Differentiators of Glider.ai online assessment approach: • Allows for Selection of standardized tests or custom built test modules based on technology stack requirement. Includes coding simulators which emulates real coding environments and coding tests is based on domain driven real world business scenario's • Data Driven Evaluation methodology – Correctness, Approach, Time, code efficiency, code memory consumption and complexity • Proctoring o Live video monitoring o Auto behavior alerts for suspicious user behavior o Automatic face and eye detection at regular intervals o Complete recording and review of entire session • Authentication o Access restriction by IP addresses, certain devices, OTPs • Security o Algorithmic checks: ban on camera simulators, screen sharing, desktop extension, extra person
		Second level screening by a SME 2. b. Technical Interview Additionally, for specific skills, Mindlance leverages its in-house and extended network of SMEs Practitioners (Existing / Ex – Consultants) to technically screen candidates for specific requirements at specific customers. Live or Via Skype, Mindlance requirement domain/skills specific Subject Matter Experts or engaged consultants on payroll, qualify candidates using a proprietary written or standardized test, ask questions about the candidate's skill levels and expertise. Furthering the earlier example: Salesforce Developer Key Expectations: Developing customized solutions within Salesforce platform Designing, coding and implementing Salesforce applications Tech Evaluation Questions: Technical understanding • What is Object Relationship in Salesforce? What are Salesforce Relations? • Differences between Workflow and Process Builder? What is the difference between Trigger and Process Builder? • Trigger context variables in Salesforce? List them. • What is the use of oldMap and newMap context variables in Salesforce Triggers? • Ways to call an Apex Class in Salesforce? • What is Asynchronous Apex? What are its different types? • Methods of Batch Apex Class? • Options for deploying from Sandbox to Production org? What is an Outbound Change Set? • Ways to deploy Metadata in Salesforce? • What are Packages? What are the types of Packages? What are Managed Packages? • What is an API in Salesforce? How can we use it? • Can we reference Standard Controller and Controller Attribute at the same time? • How can we implement Pagination in Visualforce? • Where we can use Lightning Components? • How can you create Lightning Record Pages in Salesforce, and what are the different types?
		o Browser navigation control to prevent candidates from navigating from test window o Defined access rights, ensuring no tampering o Maintenance of log reports, audit trails Mindlance can provide State of NY OGS hiring manager's scores & evaluation reports from the tool, along with all other Mindlance provided resume, screening and feedback. • What are component events and application events? • Which interface should you use if you want to get the id of the record from the record Detail page? • What are bound and unbound expressions in Salesforce lightning? Scenario Based: 1) How do you ensure that a trigger you are writing does not cause the transaction to fail because of too many DML statements. What can you do to avoid this? 2) If you are asked to create an Aura component that can be used in a screen flow. Which items should be considered while preparing for design? 3) How do you make a callout to external web service from Apex. Which options are available for preliminary configuration in order to make a successful REST or SOAP based callout to an external site? 3. Final / Third level screening by Mindlance Account Manager (AM): In-person or via Skype, the AM examines the candidate based on the results of each step above, and makes a determination of the candidate presented. • Narrowing down the list of qualified candidates to a manageable number (Long list, to Short list) • The AM provides a summation of their assessment in the candidate submittal. Once the AM has made a determination to submit the individual, he/she reviews further specific details of the client including hours, wage, intrinsic factors such as dress code, vacation policy, travel, etc. • Any/all aspects that may be a create an undeliverable candidate at time of interview are explored • The AM obtains all other relevant information required for the candidate submission and presents to the client, following all specific direct submission protocols. • Presentation of fully vetted, skill matched candidates within a 48 hour window from receiving new request (dependent upon program SLA's).
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.)?	MINDLANCE BACKGROUND CHECK PROCESS: Mindlance has a documented process and procedure designed to complete background screenings. New Client implementation: • Mindlance legal & contracts department review all client requirements mentioned in the MSA, SOP, rules of engagement etc. that are provided o A client screening document is created, including Client Paperwork Requirements Client Screening Requirements (Background/Drug/Fingerprint, etc.) Client Screening Adjudication Guidelines Client SLA's for completion of Onboarding Processes • Mindlance head of onboarding then creates a client specific onboarding SOP, which is trained/disseminated to the client specific onboarding team • Mindlance HR Director reviews both the legal/contractual interpretation, and the SOP itself for accuracy and compliance • Head of onboarding then sets up and verifies requirement with the chosen background and drug companies • This is an iterative process, for any subsequent client amendment to drug and background requirements Candidate Process: • Upon first offer the assigned Onboarding Representative will release the paperwork & initiate any screenings. Able tracker will be updated with details for the candidate. • The Onboarding Representative works closely with the candidate to ensure a smooth & easy onboarding process, reporting back to the client VMO any issues delays • Client VMO will keep the client updated periodically, and confirm candidate can meet start date requirements • During the Onboarding Process, Onboarding Supervisors will assist in any adjudications required to ensure all client & government requirements are met on a timely basis • Upon completion of the Onboarding, a clearance notice will be provided to the VMO, who will update client and client VMS tools.

		Mindlance Process of Background Check: Mindlance conducts a thorough background check including drug testing, behavioral tests, and verification of education, work history, and other information pertinent to role with the client. Mindlance can initiate client-specific background check and drug testing processes, however in the absence of a client mandated policy, Mindlance would conduct the following Background Checks: 1. SSN Trace/Verification 2. 7 Year Criminal & Misdemeanor Check (County Criminal) 3. 7 Year National Criminal Search 4. FACIS/OIG/Prohibited Parties Search 5. Highest level of Education Verification 6. 5-Panel drug screen 7. Last 5 years, or last 3 significant Employment Verification Mindlance perform these through contracted relationships with various drug/background providers established as part of our contingent labor on-boarding requirements. Mindlance have client or direct relationships with the following vendors: Accurate, A-Check, Agency for Healthcare – Florida, AURIOC, BIG – Fingerprint, Certiphi, Crimcheck, EasyBackgrounds, Evance, FADV, GIS, HireRight, iCORI Search, InfoMart, MyemployeeScreen, MyEScreen, Quest Diagnostics, Sterling, Talentwise, VerifyComply, Workforce Logiq. However, Mindlance have developed vast experience with vendors in this space over the past 17 years. Recognizing disparities in accuracy, timeliness and cost, Mindlance currently utilize CrimCheck where client does not have a preferred vendor. Independent audit of on-boarding checklist and document prior to candidate start: The compliance team is chartered with independent audit of on-boarding checklist, documentation and any adjudication (where applicable) to ensure that we are 100% compliance with all legal & regulatory, client-specific, and Mindlance internal processes – and thereafter, a green signal is given – which prompts notification of start date instructions to the on-boarded employee.
		Audit and Record Keeping: • Post completion of any screening package by onboarding team for a given candidate, Mindlance perform an independent review. The compliance team is chartered with independent audit of on-boarding checklist, documentation and any adjudication (where applicable) to ensure that we are 100% compliant with all legal & regulatory, client-specific, and Mindlance internal processes. o Only once the compliance representative gives the green light to the VMO, can a consultant begin an assignment. This ensures start compliance, and provides 100% audit results. • Mindlance screening is electronically available via the screening suppliers' portal, as such records are secure and easily retrievable. o Each Mindlance onboarding specialist has unique login and password • Mindlance utilize able to manage employee onboarding and compliance tasks. o able houses: - Candidate Details - Paperwork & Screening Statuses - Initiation & Completion SLA's for various parts of the Onboarding Process - Includes a large library of electronic forms, tracking tools, and integration options Typical turnaround time: Drug testing (standard 5-panel urine) - 12 to 24 hours Criminal (US & Canada local, state, federal) – 5 to 7 days Criminal (International – Non-US or Canada) – varies by country 10 to 20 days Mindlance Method of Professional/Employment Reference Checks: Mindlance performs verification of a candidate's experience via professional reference checks to verify the candidate's experience as a match to the client's open position. We perform the reference check – for at least 2 of the past 5 assignments / jobs. Mindlance performs a reference check to screen out undesirable candidates. A Mindlance Account Manager who better understands client needs further screens the remaining resumes of candidates. At this point, the selected candidates are called in for an in-person interview with our Subject Matter Expert (SME). For out of state candidates, the technical interview is conducted on the phone or via video chat. Mindlance then narrows down the list of qualified candidates to a manageable number. Performing formal employment verification as part of the broader background check, via one of our established providers.
4	Do you agree to perform the background checks as identified in the Solicitation as requested?	Yes, Mindlance agree to perform the background checks as identified in the Solicitation as requested.
5	How do you track individual resource performance? How does your firm reward good job performance by your temporary workers? Conversely, what types of disciplinary action does your firm use?	Assigned Consultant Relationship Manager: We have successfully implemented a structured contractor relationship management group within the organization, with prime focus on retention and contingent worker service. Consultant Relationship Managers (CRMs) provide the necessary support to each Mindlance consultant in the field, including payroll, timekeeping, benefits, in liaison with dedicated Account Managers and HR trained back office support personnel. In addition providing a level of service to contingent workers, which ensures client satisfaction, and a re-deployable network of consultants. CRM's are in regular touch with the field contingent workers, and organize 'meet and greet' events including but not limited to breakfast/lunch/coffee meetings and regular phone interactions. Internally, the Dedicated Consultant Care Team has a 1/7/30/60/90/quarterly touch-point SLA. The CRM function pre-empts consultant issues at the very outset, providing a dedicated resource for all HR, benefits, payroll etc. queries. This proactive management of issues, and timely escalation will significantly improve overall consultant satisfaction and reduce turnover for State of NY OGS. CRM representative's also network among consultants fostering close ties and building a 'Mindlance' family at State of NY OGS. They will also organize periodic Consultant Appreciation Events. From Start to End of Assignment: Post start date Mindlance dedicated Consultant Relationship Management (CRM) rep. will take ownership of the consultant. CRMs frequent touch points with working consultants is an opportunity to be aware of any compliance issues, or policy violations. CRM will own the consultant from start day to end of natural assignment/redeployment, and is frequently involved in client policy reiteration and/or training. Mindlance goal is that each consultant becomes a seamless member of our clients' workforce while on assignment. CRM practice is to identify "issues" before they become "disputes." The company maintains constant contact with its clients as well as contractors to ensure full and complete communication. This system also functions as an "Early Warning System" to identify problems before they become disputes. As soon as a potential issue is identified Mindlance team is empowered to resolve it immediately and as smoothly as possible. Mindlance welcome the opportunity to proactively coach and council consultants on attendance or performance issues as identified by State of NY OGS hiring managers. As such the dedicated CRM prime focus is on retention and contingent worker service. Mindlance Consultant Care have full leverage to design and allocate retention plans such as benchmark bonuses, notable event gift cards and pay increases where appropriate.
		CRM calls consultant after their first day on the job site to answer any questions that came up during the first day of work and to get the consultants perspective on the job. Similar calls are also made at the end of the first week and the end of the second week on the job. After the first two weeks on assignment, Mindlance conducts monthly quality assurance calls or in person meetings with contract workers to ascertain their overall satisfaction with the job, with Mindlance, and with the client. These monthly chats, over the phone or in person over lunch or coffee, help us to monitor attendance and are an excellent forum in which give the contractor guidance on understanding the client culture, answer questions, and discuss any issues or complaints before they escalate into conflicts. The dedicated CRM can support in any way meaningful to State of NY OGS, in addition to issue resolution, coaching and communicating with the workforce. CRM is an extension of State of NY OGS employee care and will attend meetings/calls, provide attendance tracking, coordinate terminations, and act in any support capacity State of NY OGS require. Additionally, CRM monitor their workforce job satisfaction through engaging in Voice of the Consultant (VoC) surveys at their assigned clients. Newly on boarded resources are invited to participate in a series of surveys, from which Mindlance can adapt process to achieve best possible candidate experience. Mindlance also provide multiple Customer Service options, to remove need for consultants to contact client: • Toll free dedicated line – Mindlance will provide State of NY OGS agents a toll free number, which is typically answered 24x7. If message is required Mindlance will provide an SLA to respond, in addition to alternative contact details in recorded message. • Onsite presence: Where volume, or client request Mindlance onsite will act as VMO/CRM described above. Where possible all consultant issues can be addressed in person. • Dedicated Account Manager (AM) – All Account Managers are required to publish a mobile device number to client and their service/delivery team, AMs are available 24x7 • Central Consultant Relationship Management (CRM) reps – Via mobile or office on extended hour's basis. CRM team and its leadership is national, so live coverage is available from 8am EST to 8pm EST. • This represents the majority of customer service enquiries from our working population, CRMs can answer and/or escalate on all topics o Pay, benefits, deposits/banking, forms, benefits, changes to status, vacation, PTO, sick, absence reporting, terminations, resignations etc. o Complaints, HR, EEOC, workplace concerns etc. • For non-emergency contact consultants are provided with client specific central mailbox e.g. NYSOGS@mindlance.com, which is monitored and forwarded to the correct internal department.

		Retention / Assignment Completion Bonuses: For assignments where pre-mature voluntary termination may be higher than Mindlance and/or client benchmarks, or for strategic positions (based on feedback from the client), Mindlance allocates an additional fixed bonus amount payable to the consultant on an annual basis or once the assignment is completed. This creates additional incentive for the consultant to stay the course of the assignment Mindlance process for replacing an associate who is underperforming: Mindlance philosophy that selection and preparation of candidates, and constant contact with consultants once on assignment is the best mitigation of potential performance issues. Pre-Hire Mindlance place high importance on quality of candidate, screened & selected for skill match, experience and soft skills required for our clients' specific position. • Mindlance utilize screening documents, behavioral interview techniques and a multi-touch approach to fully understand each candidates' motivation. • Candidates are interview prepped & debriefed, with dedicated Delivery Manager and/or SME ensuring candidate is the best talent available for the role. • Candidates are technically assessed leveraging Technical SMEs and/or online assessments • Dedicated Account Manager (AM) prepares each candidate for their specific position, location, logistics, hours & timing, and expectations. AM can withdraw a candidate where any concerns are raised pre-start. • Mindlance walks each candidate through Orientation I – Rules of Engagement – Mindlance and Contingent Worker, and Orientation II - Engagement Specific Expectations. Once a candidate becomes a consultant, an assigned Consultant Relationship Management (CRM) representative takes over the relationship • CRM is responsible for frequent touch points, informal and formal reviews, coach & counsel, pro-actively and at client request, and all consultant issue resolution. • CRM will partner with the client to discuss action plan on specific under performers, remedies may include: o Reiteration of policy & procedure, where tardy or absenteeism issues arise, or general office policy violations are occurring. o Skill training, up-skill or re-train where issue is related to ability to perform function of the role. o In partnership with consultants hiring manager or MSP POC, coach & counsel sessions can take place via phone/Skype or face-to-face. In addition, Mindlance dedicated Account Manager will act as point of escalation for any repetitive consultant issues. o AM partners with the client to determine best course of action, mindful of co-employment and client specific HR policies. o AM will exhaust all counselling and training available prior to requesting progressive discipline via written reprimand process. o Where all remedial action is not successful, removal and replacement of consultants, at client request, is handled by Account Manager with minimal disruption to the client.
6	Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.	Mindlance take a holistic view of measuring success - from relationship, partnership and customer satisfaction, to every conceivable statistical performance criteria. Our Account Management KPI's are both qualitative and quantitative – captured via VMS tool, Internal ATS, and client scorecard reviews, client/MSP NPS score as well as candidate/consultant surveys, consultant care and NPS scores. QUANTITATIVE: What we Measure: Quality assurance, performance measurement and customer satisfaction are inherent in our model, and visible in all we do. Mindlance cover an extensive QA/SLA management process; from our partnership, customer satisfaction and service; to delivery, recruiting and candidate care. Mindlance, guided by Client specific SLA's and expectations, measure, report and govern performance quality and SLAs. Broad focus: • Quality (shortlist ratio; interview ratio; offer ratio; false start ratio; close/fill/market-share ratio; Involuntary Term ratio; Consultant Quality Score by Hiring Manager, etc. • Coverage (% coverage, zero coverage & avg. coverage per requirement) • Speed / Timeliness (candidates submitted with 24, 48, 72 hours) • Cost (% candidates submitted below rate card) • Compliance (# of compliance issues within a period) • Onboarding (False start ratio; On time start; 100% onboarding internal compliance score) • Client Service / Satisfaction (NPS scores or subjective client feedback) • Consultant Service / Engagement (NPS scores or candidate surveys) • Market Share (new fills & overall headcount)
		QUALITATIVE: Partnership Mindlance define our most successful customers as being 'partners', mutual success is achieved where open communication, feedback and sharing of challenges and creative solutions are taking place. Dedicated Account Management is responsible for the 'partnership', including: • Proactive program/process improvement • Highly responsive to client need/requests • Adaptive delivery to support special projects, niche or out-of-box staffing needs • Proactive issue communication and partnership approach in resolution • Continuous feedback solicitation Customer Satisfaction Mindlance recognizes customer satisfaction to be the most important parameter for sustaining business relationships with its customers and has built long-term relationships with them by being sensitive to their needs, performance criteria and by acting promptly to their requirements. It is Mindlance belief that customer satisfaction process starts at a more elementary level and it incorporates more fundamental issues such as understanding customer's business environment, customer support methodology, service levels/ responsiveness to customers, employee training, ongoing evaluation and feedback process. Dedicated Account Management is responsible for Customer Satisfaction, measured during structured and periodic Performance Reviews.
		HOW WE MEASURE: Deep Data Analysis & Predictive Analytics: In order to develop Mindlance internal SLA based performance management process, our internal Competency group took not only industry standards, current client feedback, but Mindlance 'think-tank' ideas in the creation of its innovative performance structure: • Metrics & Measurements – Starting with the basis of a highly data driven organization, we matured measurement of daily/ weekly/ monthly/ quarterly/ annual production and productivity metrics based on (a) Coverage; (b) Speed; (c) Quality; (d) Pricing; (e) Compliance and (f) Service. We, religiously and rigorously, measure the performance data of these parameters across (1) Individuals; (2) Teams; (3) Clients; (4) Skill Categories; and (5) Locations. • Technology - Utilizing the wealth of information available, on a real time basis from VMS tools, internal ATS, MSP vendor portals (where available), Client scorecards and back office systems to educate our organization on broad and granular performance metrics. Each level has individual scorecard, metrics, and governance event to review and action improvement. This discipline focus helps us identify areas for improvement and realignment, and also provides early-warning signals for corrective action. HOW WE MANAGE / GOVERN: • Mindlance performance management features a unique 2 in the box model. Each layer of the organization is partnered from the Account (client facing) with the Delivery (recruiter facing) partner o Functionally responsible for different specific actions and metrics, but collectively responsible for the success of the programs assigned • Governance at every level of the organization is a one step up model, with both Account and Delivery partners participating o Team leads to Recruiters, Recruitment Managers to Team Leads, Recruitment Director to Recruitment Manager and Account Director to Account Manager
		• In this model performance is managed across the entire supply chain o Client Level - Bi-Weekly New requisitions, geos, intel Covered, uncovered, and by skill category Shortlists, Interviews, Offers, Hires o Recruiter & Account Manager Level – Weekly Recruiter individual scorecards, and entire team scorecard Account Managers client and portfolio scorecard, along with Mindlance analytics dashboard • Production – Daily o Key to the metrics of speed and coverage, Business Resource and Performance Management groups publish daily report o Each individual recruiter goal & achievement, and total production on a client or specific client skill category o Real time triage takes place daily to ensure overall production always matches client requirements We establish, monitor and report metrics and SLAs through ongoing communication, meetings and Business Reviews and reports that help drive continuous process improvements. Mindlance will be willing to share these internal scorecards, internal performance review action items, and status with Client on a weekly / monthly/ quarterly basis. ROOT CAUSE ANALYSIS: Mindlance performs RCA after each failure to meet any service obligations or performance standards. A structured process using our templates is employed to identify the source, corrective action and monitoring mechanism for the same. An initial report will be due within two (2) days of each such incident. A final report will be due within seven (7) days of the incident and will identify the problem, explain the root cause of the problem, and provide the short-term solution implemented.

Specific to our Recruiters:
Determining effectiveness:
Ultimately exceeding the goals of our clients, for consistently delivering quality consultants is the best indicator of customer satisfaction, but with 20+ years of experience Mindlance created a mature and holistic governance to measure the entire organization.

Measurement, SLA's, and Governance of each individual recruiter at every point in the recruiting lifecycle, is analyzed. Mindlance support and drive the success of the individual, and their contribution to the whole, recruiter management and analytics are divided into two focus areas EFFORTS and RESULTS:

EFFORTS
1) Total # of outgoing calls
2) Avg. duration of calls
3) Mtrack (Applicant Tracking System) compliance
a) Includes: Quality & Frequency of notes, emails etc.
4) Candidate protocols
a) Frequency of calls & emails – to avoid excessive contact
b) Quality of communication (voice & email)
c) Candidate ownership (utilization of candidates within Mindlance)
5) Process compliance
a) Harvesting, Skill Strings, Primary Recruiter and Division assignment, Pay & Bill rate entry, Quality actions
6) At desk (time spent in all tools) – utilizing Prohance (productivity tool)
7) Call QA – Live call monitor, utilizing Chrysalis

RESULTS
1) Submissions – Internal for review & External for submission to client
a) x# per week
2) Shortlists, Interviews, Offers, Backouts
a) x% of external submissions (Shortlists, Interviews, Offers)
b) Analysis of rejections
c) Analysis of Backout reasons
3) Hires
a) x% of external submissions
b) x# per month

Each recruiting 'team' is managed and mentored by a SME team lead, who is responsible for the effectiveness of the group. Team Leads scorecards reflect the total efforts and results of recruiters assigned. Delivery Managers mentor and manage a group of Team Leads, and Delivery Directors provide oversight for specific Delivery Managers. Each recruitment leader is governed by the same SLA's, scorecard, reporting, meeting methodology, which progressively rolls recruiter effectiveness up to holistic client level.

QUALITY ASSURANCE

In addition Mindlance are also demanding about quality in the performance of our services to meet or exceed regulatory authority requirements:

INDEPENDENT AUDIT & COMPLIANCE GROUP:
Mindlance 'independent of the business' audit & compliance group is responsible for all contractual compliance:
o Independent review of all onboarding, screening & documentation
o Independent review of financial operation functions
o Reporting to Executive Leadership on completion of each audit

Regulatory and Contractual Compliance:
• Compliance Focus:
o Adherence to Federal, State & Local rules & regulations
o Adherence to client contractual guidelines, and SLAs
o Adherence to bill rates, pay rates, mark-ups, discounts, etc.
o Adherence to submittal guidelines
• Mindlance LEGAL & CONTRACT department review all client requirements mentioned in the MSA, SOP, and rules of engagement etc. that are provided. A client document is created, including:
o Financials: Rates, Billing, Discounts etc.
o Compliance: Screening, Adjudication, Onboarding requirements etc.
o Map of Client SLA's across entire contract
o Insurance & coverage requirements

o Rules of Engagement and Legal considerations
• Mindlance head of Shared Services then creates a client specific SOP, which is trained/disseminated to the client specific team managers.
• Mindlance HR Director reviews both the legal/contractual interpretation, and the SOP itself for accuracy and compliance
• National Account Manager (NAM) is responsible for dissemination of SOP to client service staff
• Head of Shared Services is responsible for dissemination of SOP to operational staff

Mindlance provide a multi-layered centralized/ shared services support system to ensure compliance across the engagement life cycle.
• Contracts Department
- Responsible for reviewing & extracting data from client contracts, to ensure a full understanding of all client requirements is distributed amongst all teams.
• On-Boarding Department
- Responsible for ensuring all New Hires meet the Compliance requirements at the Client, Government, and Internal level prior to initiating their assignments.
• Employee/Consultant Relationship Management Department
- Responsible for Providing Customer Service to Mindlance Employees & ensure proper Off-Boarding guidelines are followed per Client, Government and Internal instructions.
• Human Resources Department
- Responsible for ensuring compliance with HR Guidelines throughout the United States & client specific regulations as necessary, including
□ ACA Guidelines Compliance (Benefits Administration)
□ Unemployment Insurance Claims

□ Workmen's Compensation Claims
□ Additional HR Escalations as they arise
• Payroll Department
- Responsible for payment of services to all candidates within the client, federal, state & local guidelines.
• Compliance Management & Internal Audit
- Responsible to review all work completed by "Shared Services" for compliance within Government, Internal & Client guidelines.
• Internal Staff Training
- Responsible for training all new hires on procedures, compliance guidelines & systems in place.

Continuous Process Improvement (CPI) Program:

Program Maturity Model to realize Target Operating Model (TOM)

Our clients today rely on Mindlance to deliver more complex products and services in a better, faster, and lower cost-to-serve way. A maturity model is a process improvement approach that provides our clients with the essential elements of effective change. Maturity model drives process improvement goals and priorities, provides guidance for quality processes, and provides benchmark for appraising current processes outcomes
Scorecard Reporting – SLA & KPI Achievement

Clients today benefit from Mindlance proactive accountability to measure performance against mutually agreed upon SLA and KPI targets. Mindlance tracks, reports, measures a number of SLA and KPI targets. Early in the program life cycle Mindlance produces a monthly scorecard to report achievement to target, along, with an action plan to remediate less than expected results. After the 6 months stabilization period, formal business reviews are held on a quarterly or bi-annual basis. Mindlance has a recommended SLA/KPI scorecard and has the capability of customizing SLA/KPI's for our clients.

Operational Excellence is evidenced by results. Our passion and drive are to be an Operationally Excellent company, leading to lower operational risk, lower operating costs, and increased revenues relative to our competitors and most importantly, creating value for our contractors, customers and shareholders. We are always evolving to improve our "Execution Excellence" and outpace our competition.

7	What process do you follow to ensure the proposed resumes meet your client's request?	1. RESUME VALIDATION: a. Validation of the resume against the candidate's social media profiles and any historical resumes of the candidate captured by our ATS. The ATS automatically searches and provides links to candidate's social media profiles (LinkedIn) & copies of resumes from multiple job board b. Check online contributions to IT collaboration sites like Stack Overflow & GitHub; check stack ranking of candidates on Stack Overflow c. Recruiters trained to read & analyze resume in chronological fashion starting with education - identifying gaps or illogical changes in candidate's previous assignments or illogical combinations of technologies mentioned on resume. Red flag if there are multiple versions of candidate's resume not factually same - based on education, names of previous employers, duration of previous employments and employment gaps 2. RECRUITER SCREENING: a. The Mindlance recruiter are trained to be "investigators" asking formal and informal questions (while being EEOC compliant) to get a comfort level of candidate's true experience. When in doubt, the candidates are requested to provide validation prior to presenting them for a role b. Detailed candidate interview by recruiter with probing questions regarding education, work location including building location, reporting structure, dates of employment, role & responsibilities, specialization. c. Creation of Questionnaire - Complex pre-screening questionnaire customized for each new skill requisition assigned (for each specific client and for the role being sourced). Pre-screening questionnaires break down technologies and skills required, allowing the technically trained recruiter to walk through if, when, where and for how long each aspect was acquired and utilized. Within the ATS, against each of top 20 requirements, the requirement specific questionnaire is automatically populated based on pre-defined rule engine. This serves as a reference tool for recruiters for interview and also repository for recording recruiter assessment of candidate skills each technology/parameter. d. Two random reference checks (not most recent) process, along with adequate training given to the recruiters to ask the right probing questions to the references provided e. For Visa sponsorship candidates, verification of immigration documents prior to submittal
		3. TECHNICAL ASSESSMENT using GLIDER.AI: a. Selection of standardized tests or custom built test modules based on technology stack requirement. b. Data Driven Evaluation methodology – Correctness, Approach, Time, code efficiency, code memory consumption and complexity c. Proctoring Detection: Live video monitoring; auto behavior alerts for suspicious user behavior; automatic face and eye detection at regular intervals; complete recording and review of entire session d. Authentication Management: Access restriction by IP addresses, certain devices, OTPs; private test links to prevent accidental distribution e. Security Management: Algorithmic checks: ban on camera simulators, screen sharing, desktop extension; browser navigation control to prevent candidates from navigating from test window; defined access rights, ensuring no tampering; maintenance of log reports, audit trails f. Comprehensive candidate evaluation report and analytics 4. TECHNICAL INTERVIEW: Skype interview with technical SME who provides a detailed feedback sheet with ratings against relevant technology skills. 5. DOCUMENT VERIFICATION: a. Education & certification verification, I9 completion and 2 Reference checks is inherent in onboarding process b. Post completion of onboarding process, an independent audit team audits everything from the onboarding documents, background check reports against the resume, validation of visa status validity & immigration documents, dates of employment & physical presence in US. Validates accuracy & compliance before giving a green signal to get candidate started.
8	How do you schedule engagements?	Typically Mindlance utilize the client designated VMS tool such as FieldGlass to schedule interviews, offers and starts. In absence of VMS Mindlance use our internal ATS MTrack with calendar functionality synced with Outlook/MS Teams. Past interview stage scheduling please see our answer to Q9 below.
9	Do you have an electronic system for scheduling? If yes, please describe.	Over the past 2 years, Mindlance has embarked on a digital transformation journey, challenging the legacy internal workforces with the focus on providing a more frictionless experience to our talent, clients as well as internal employees. This has allowed us to embrace new digital first staffing models for sourcing, screening, engagement & deployment as well as invest in process engineering & automation, where practical. We have reconfigured and/or added various tools across the entire talent life cycle, to automate and enhance performance in sourcing, screening, onboarding, and managing our candidates and consultants. We are currently utilizing Job Diva as the Applicant Tracking System (ATS). Customized for Mindlance, and internally referred to as MTRACK. MTRACK is VMS synchronized, and is integrated with other Mindlance systems which includes a home-grown HRMS system, SaaS based Onboarding System (EMPLOYSTREAM), and a locally hosted customized MS Dynamics application as the FICO system. In addition to AI powered skill verification software (GLIDER.ai), a talent engagement platform (customized CATALYTIC workflow automation), and Quintrix (a Mindlance Company) Recruit-Train-Deploy solution. Additionally, we have create two proprietary talent sourcing offerings such as (1) DIVERSPHERE (a digital aggregation platform for diverse contingent talent leveraging hundreds of community based and national partnership with members of specific diversity-focused affinity/advocacy/workforce development groups including digital boot-camps and minority educational institutes and (2) REBOOT (a returner talent community building, mentoring, upskilling & deployment channel for someone who has taken a 1+ year's career pause) Together, they offer benefits to Mindlance, our consultants and our customers: • Unique / Proprietary pool of Diverse Talent, often overlooked within the contingent world • Electronic Onboarding & Onboarding Compliance Management • Quick searches, using intelligent, click-and-drag keywords, to identify the most qualified candidates • Data backed candidate selection process, with built in verification • Organization-wide, real-time collaboration throughout recruitment process • Automatically track and manage candidates throughout recruitment process
		• Integrate account management and recruiting activity to help close jobs faster • Seamless back-office integration with other systems for faster billing, fewer errors and lower cost • Enhanced consultant engagement, and higher redeployment numbers • Upskilling/Reskilling to provide talent to identified market gaps • Advanced Analytics and Data Visualization across the entire talent supply-chain Mindlance recruiters have access to a wide range of jobboards (Monster, Dice, Indeed etc.) as well as at least one LinkedIn recruiter per team. However, the backbone of our engine is our internal ATS. SOURCE MTRACK ATS Features: 1. VMS Synchronization: Automatically 'syncs' with all major VMS for all job postings and updates 2. Resume Harvesting: Automatically integrates with major job boards and sources candidates 24/7, creating a Mindlance-defined candidate database which scales over time 3. Reports & Metrics: Strong analytics and the ability to create Mindlance-defined reports on key metrics 4. Candidate Portal: Candidates can update their profiles and apply for jobs 5. Supplier Portal: Select approved supplier access to specific jobs per company-defined criteria MTACK ATS Search Capabilities: i) Search features such as exclusions, specific qualifying factors, examples: References, Employment type (temp, perm, temp-to-perm), and pre-screen candidate ratings, provide Mindlance teams with a deep raw talent pool. ii) A single word or phrase search in our verbatim Attributes section, further refines these lists, as any specific comment recorded against a candidate in the DB can be selected as search criteria. iii) Specific searches can be added to recruiters candidate subsets called "hotlists", combining with their known pipelined candidates, these "hotlists" form unique talent pools within the database itself. iv) Automated population using an algorithm methodology based in market and client research. Harvesters are created based on specific locations, 'evergreen' frequent job titles, or niche/specific skills, retrieving new candidates and resumes in real time.
		Mindlance have utilized MTRACK to build a robust Talent Database of 20+ million screened candidate profiles nationally. The highly defined search criteria that extends past key skill words or location, returns 100's of specific and available candidates within seconds. We continue to populate this DB using an algorithm methodology based in market and client research. Harvesters are created based on specific locations, 'evergreen' frequent job titles, or niche/specific skills, retrieving new candidates and resumes in real time. In addition to our database of 20+m candidate pool we also have developed specific screening tools, methodology and teams identified to ensure talent pools are built precisely and proactively. Leveraging our multi-layered centralized recruitment organization, recruiters are assigned to a specific sourcing role. Their function is to pre-screen passive & active candidates, update their status & skills. Passing active candidate on to client or vertical dedicated recruitment teams, and creating "hotlists" that form our talent pools. This has allowed us to submit 100,000+ meaningful candidates to over 200 unique client projects and programs annually. SCREEN GLIDER.ai • Selection of standardized tests or custom built test modules based on technology stack requirement. Question type includes: o Coding simulators - Emulates real coding environments and coding tests is based on domain driven real world business scenario's o Subjective writing o Multiple choice question and case studies • Data Driven Evaluation methodology – Correctness, Approach, Time, code efficiency, code memory consumption and complexity • Proctoring o Live video monitoring o Auto behavior alerts for suspicious user behavior o Automatic face and eye detection at regular intervals o Complete recording and review of entire session • Authentication

		o Access restriction by IP addresses, certain devices, OTPs o Private test links to prevent accidental distribution • Security o Algorithmic checks: ban on camera simulators, screen sharing, desktop extension, extra person • Browser navigation control to prevent candidates from navigating from test window • Defined access rights, ensuring no tampering • Maintenance of log reports, audit trails • Comprehensive candidate evaluation report and analytics For our hiring managers we are providing scores & evaluation reports from the tool, along with all other Mindlance provided resume, screening and feedback. This is not only a value add in completing candidate review/assessment in greater depth, but both a time and money saver for the managers. No additional online or in-house screening/testing is required, and the managers can move through candidate selection in one review. ONBOARD ABLE ONBOARDING: 1) Automates many tasks to enable consistent and efficient management of the onboarding process. 2) Devices a holistic & collaborative approach to onboarding involving the whole organization and centralized information key to each team member's role. Focuses on communication and experience with a well-orchestrated process from placement to first day and beyond 3) Leverages predictive analytics to evaluate the effectiveness of the onboarding program. Connects the dots between various statistics including recruiting effort, tenure, time-to-proficiency and assigns real-time value to the process DIGITAL CONTRACT MANAGEMENT DocuSign & HelloSign
		MANAGE (CANDIDATE EXPERIENCE) CATALYTIC - Designed specifically for the staffing industry, to better manage talent engagement and communication. 1. Automation of the Consultant Care process o Automated scheduling of contact events/follow ups o Scalable communication and increased productivity o Track, analyze and measure success 2. Enhanced Consultant experience o Personalization in messaging Preferences of email, text etc. o Relationship building Increased redeployment o Speed of information about potential issues Early intervention, and quicker issue resolution Reduction in turnover 3. Consultant & Client wise reporting PERFORMANCE ANALYTICS Microsoft BI tool and Data Science Microsoft Power BI is a business intelligence platform that provides nontechnical business users with tools for aggregating, analyzing, visualizing and sharing data. As a highly data centric company Mindlance recognized the need to move to predictive modeling, in order to better visualize the future, and make pro-active decisions and course corrections. While we remain committed to our business analytics and reviews, we have expanded our real-time custom scorecarding and view with MS BI.
10	What processes do you use to ensure seamless service by subcontractors to NYS?	In addition to below, please see our answer to below Q. 21 - "Company's process and criteria for selection of subcontractors/suppliers". Mindlance holistic training for our entire Support/Delivery team and consultants is established pre-engagement. Mindlance new client implementation methodology, "playbook" incorporates all elements for knowledge transfer, client value proposition definition, process/system/data integration/implementation, process/workflow definition, client specific documentation/requirements, performance expectation setting, performance measurement, reporting & governance. Additionally it covers all pre-engagement orientation modules (and supporting collateral) as it relates to client specific policies and procedures. This includes, but is not limited to, Mindlance Code of Conduct, Mindlance Ant-Corruption Policy, Mindlance Meals & Entertainment Policy, Mindlance and Client Data/Application/Cyber Security policies, and Mindlance and Client Confidentiality, Non-Disclosure, Intellectual Property Creation agreement. This orientation training is provided by internally (to Mindlance Account Team as well as the on-boarded consultants) at the time of their engagement with Mindlance Client program. Mindlance have established a multi-point contractor compliance path: Vendor Management Operations (VMO): Mindlance enhance account management by providing a dedicated VMO representative. Managing the specific client VMS tool in terms of notifications/chat and all candidate activity, the VMO assists Account Management in accurate and timely response to our clients. In addition the VMO rep is responsible for supporting our candidates from the time of submission to first day on assignment, working with client POC's to provide an accurate and speedy on boarding process. Partnered with Shared Services onboarding specialist VMO ensures candidates thoroughly understand the assignment expectations, including all client related policies, procedures and required forms. Compliance Paperwork: In addition to all client and Mindlance required paperwork and screenings, candidates are provided with a Statement of Compliance with Policies & Procedures, and Mindlance Code of Conduct (CoC), that require both review and signature prior to start date. These 'handbooks' contain 25 clauses that cover every aspect of contingent employee and work place expectations.
		Mindlance Orientation & Policy Training Program: Candidate experience and preparation is key to their success as a consultant with our clients, Mindlance goal is that each consultant becomes a seamless member of our client's workforce while on assignment. Mindlance requires each new contingent worker to take part in our Orientation Program prior to placement at a worksite. All contingent workers new to a particular client or those who have had a break in service with the client of six months or more must participate. The Orientation Program is customized to client requirements, but overall it familiarizes new contingent workers with the client's culture, policies and procedures, and provides instructions concerning: 1. The use of the Workforce Management Tool to record time and expense records 2. Procedures for submitting records and reports 3. Requirements concerning the protection of NPI and other Confidential Information 4. The client's policies and procedures applicable to contractors (including security procedures and Service Requirements for Contractors and Consultants) 5. The client's policies on the use of technology 6. Additional topics related to the performance including, but not limited to: a. Client Organization Overview: Job Details, Job Location, Reporting Structure, etc. b. Mindlance Overview: Issue Escalation Process, Point of Contact Details, Benefits Overview, Payroll Schedules, etc. c. Acceptable Code of Conduct d. Procedure for planned vacation and unplanned sick time reporting e. Travel/other expenses guidelines f. Facility Access/Equipment usage guidelines g. Review of the Information Disclosure and Confidentiality Agreement h. Safety/Ergonomics/Security guidelines i. Performance Expectation j. Client work days/hours, etc. Post start date Mindlance dedicated Consultant Relationship Management (CRM) rep. will take ownership of the consultant. CRMs frequent touch points with working consultants is an opportunity to be aware of any compliance issues, or policy violations. CRM will own the consultant from start day to end of natural assignment/redeployment, and is frequently involved in client policy reiteration and/or training.
11	How do you maintain and track unallowed and preferred candidate lists for your clients?	Mindlance utilize a proprietary applicant tracking system MTRACK, we have developed specific screening tools, methodology and teams identified to ensure talent pools are built precisely and proactively. This includes subsets of preferred candidates for specific clients, and precise marking of 'unallowed' candidates. • Leveraging our multi-layered centralized recruitment organization, recruiters are assigned to a specific sourcing role. Their function is to pre-screen passive & active candidates, update their status & skills. Passing active candidate on to client or vertical dedicated recruitment teams, and creating "hotlists" that form our talent pools. • Concurrent to our active searches we continuously update our database, coding candidates on future availability, specific timelines, skill set, location and candidates need. Mindlance believe that every interaction is an opportunity, these pre-built candidate talent pools will become our future consultants. • Our recruiters have pre-screening question templates, which are automatically updated in our database and searchable by any terms that we identify are needed for jobs/clients/skill sets. • Mapping of our client's historical hiring trends and potential future needs by calendar, title and location, Mindlance build "hotlists" of pre-screened candidates, which are interested in these specific opportunities, companies and organized by skill set, industry vertical and geography. • Core Dedicated Recruiting Team – Our tenured recruiters expand their networks rapidly with unique candidates to support our clients. They network with past and present contractors and plan for future client staffing needs. • Consultant mapping – All active consultants are coded for past clients, location, skill, and job titles, and availability lists are created & shared within the organization. • Client Matching – Client specific talent pools are created by marrying the client historical hiring maps to the Mindlance availability lists. • Mindlance maintain a separate bench of 'valid visa' consultants via its' H1b practice. Whether deployed or virtual, this group update and share availability to all account management teams. As part of our service offering market analysis and feedback is offered. We are able to share where talent pools of specific skill or location can be sourced, and frequently provide the best cost analysis for this talent. Both on demand and pro-active to our client partners. Providing sample resumes for hiring leaders to review and sample "hotlists" of the size, skill and location of Mindlance talent pools providing valuable information to our clients. Partnering to find the right talent in the right location for our clients is key success factor for Mindlance and on numerous occasions has led to collaborative hiring plans.

12	What is your escalation and resolution policy (in case an issue or emergency arises)?	Mindlance philosophy that selection and preparation of candidates, and constant contact with consultants once on assignment is the best mitigation of potential performance issues. Pre-Hire Mindlance place high importance on quality of candidate, screened & selected for skill match, experience and soft skills required for our clients' specific position. • Mindlance utilize screening documents, behavioral interview techniques and a multi-touch approach to fully understand each candidates' motivation. • Candidates are interview prepped & debriefed, with dedicated Delivery Manager and/or SME ensuring candidate is the best talent available for the role. • Candidates are technically assessed leveraging Technical SMEs and/or online assessments • Dedicated Account Manager (AM) prepares each candidate for their specific position, location, logistics, hours & timing, and expectations. AM can withdraw a candidate where any concerns are raised pre-start. • Mindlance walks each candidate through Orientation I – Rules of Engagement – Mindlance and Contingent Worker, and Orientation II - Engagement Specific Expectations. Once a candidate becomes a consultant, an assigned Consultant Relationship Management (CRM) representative takes over the relationship • CRM is responsible for frequent touch points, informal and formal reviews, coach & counsel, pro-actively and at client request, and all consultant issue resolution. • CRM will partner with the client to discuss action plan on specific under performers, remedies may include: o Reiteration of policy & procedure, where tardy or absenteeism issues arise, or general office policy violations are occurring. o Skill training, up-skill or re-train where issue is related to ability to perform function of the role. o In partnership with consultants hiring manager or MSP POC, coach & counsel sessions can take place via phone/Skype or face-to-face. In addition, Mindlance dedicated Account Manager will act as point of escalation for any repetitive consultant issues. o AM partners with the client to determine best course of action, mindful of co-employment and client specific HR policies. o AM will exhaust all counselling and training available prior to requesting progressive discipline via written reprimand process. o Where all remedial action is not successful, removal and replacement of consultants, at client request, is handled by Account Manager with minimal disruption to the client. ISSUE RESOLUTION AND ESCALATION PROCESS Mindlance well defined and communicated issue escalation and problem resolution process empowers its clients to freely discuss its concerns and issues not just with the predefined escalation contacts within Mindlance but also with Mindlance Senior Management. Mindlance guarantees response to its client within one (1) business day of escalation with firm corrective actions.
		RESPONSE TIME: Mindlance will provide a one hour response time for all Client support calls. ESCALATION MATRIX: Availability/Method Response to Issue Level 1 Group Mailbox NYSOGS@mindlance.com Live Monitored 1 hour Level 2 Account Manager 24/7 via cell 1 hour 8am - 6pm via email 1 hour Level 3 Client Partner 8am - 6pm via cell & email Same day if issue is not resolved Level 4 Managing Director/CEO 8am - 6pm via cell & email Next day if issue is not resolved ESCALATION PROCESS: All problems will be escalated if a solution or plan of resolution cannot be achieved within the designated amount of time as described above. Mindlance management will be made aware of issues according to the following timeframes: Hours 0 to 4: Mindlance Account Manager notified and actively working the event. Hour 5 to 8: Mindlance Client Partner is notified and involved in the problem resolution. Next Calendar Day: Mindlance Managing Director - Staffing is notified and involved in the problem resolution. Following Calendar Day: Mindlance executive management team including the CEO are notified and involved in the problem resolution. ROOT CAUSE ANALYSIS Mindlance performs RCA after each failure to meet any service obligations or performance standards. A structured process using our templates is employed to identify the source, corrective action and monitoring mechanism for the same. An initial report will be due within two (2) days of each such incident. A final report will be due within seven (7) days of the incident and will identify the problem, explain the root cause of the problem, and provide the short-term solution implemented.
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.	Mindlance process for replacing an associate who is underperforming: Mindlance philosophy that selection and preparation of candidates, and constant contact with consultants once on assignment is the best mitigation of potential performance issues. Pre-Hire Mindlance place high importance on quality of candidate, screened & selected for skill match, experience and soft skills required for our clients' specific position. • Mindlance utilize screening documents, behavioral interview techniques and a multi-touch approach to fully understand each candidates' motivation. • Candidates are interview prepped & debriefed, with dedicated Delivery Manager and/or SME ensuring candidate is the best talent available for the role. • Candidates are technically assessed leveraging Technical SMEs and/or online assessments • Dedicated Account Manager (AM) prepares each candidate for their specific position, location, logistics, hours & timing, and expectations. AM can withdraw a candidate where any concerns are raised pre-start. • Mindlance walks each candidate through Orientation I – Rules of Engagement – Mindlance and Contingent Worker, and Orientation II - Engagement Specific Expectations. Once a candidate becomes a consultant, an assigned Consultant Relationship Management (CRM) representative takes over the relationship • CRM is responsible for frequent touch points, informal and formal reviews, coach & counsel, pro-actively and at client request, and all consultant issue resolution. • CRM will partner with the client to discuss action plan on specific under performers, remedies may include: o Reiteration of policy & procedure, where tardy or absenteeism issues arise, or general office policy violations are occurring. o Skill training, up-skill or re-train where issue is related to ability to perform function of the role. o In partnership with consultants hiring manager or MSP POC, coach & counsel sessions can take place via phone/Skype or face-to-face. In addition, Mindlance dedicated Account Manager will act as point of escalation for any repetitive consultant issues. o AM partners with the client to determine best course of action, mindful of co-employment and client specific HR policies. o AM will exhaust all counselling and training available prior to requesting progressive discipline via written reprimand process. o Where all remedial action is not successful, removal and replacement of consultants, at client request, is handled by Account Manager with minimal disruption to the client. Mindlance service level agreement with its clients is to provide replacement resumes within 24 hours to 48 hours of such knowledge/ notification with resource installation time within 5 days of selection (in some instances it even happens sooner).
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.	Yes, Mindlance have a formal, published quality assurance program. For program details, please see our answer to above Q.6 – "Do you have program(s) in place for quality assurance, customer satisfaction, performance management?" In addition, within Mindlance, clients are categorized based on Mindlance opportunity size: • Platinum ($20 million plus revenue opportunity) • Diamond ($ 10 to $ 20 million revenue opportunity) • Gold ($ 5 to $10 million revenue opportunity) State of NY OGS will be categorized as LARGE ACCOUNT and the program will fall into one of these buckets. As such State of NY OGS will be provided with addition service & support • Mindlance Large Accounts do not have internal restrictions for investment in account teams (account management, recruitment & support) for the first 2 years • Mindlance take a long-term view of the client, and financially plan for 'Break-Even' at 2 years post live mark • Mindlance provide an independent overseer to the team - overall performance, intermediate and long-term strategy roadmap, account management and recruitment capacity planning • Vik Kalra, CEO, is involved in (1) Monthly Internal Performance Reviews; (2) Client Quarterly QBRs; (3) Weekly Reporting on any compliance escalations; (4) Strategic Initiative on Account Management & Delivery Side for long-term capability building in support of each Large Account Mindlance has a created one of staffing industries most scalable and structured recruitment model. It ensures continuous, exponential increase in relevant and quality talent pool available to our recruiters for deployment on client programs. It also mitigates any cannibalization effect from success of one contingent program on another. In addition, the below tools, methodologies, infrastructure and market positioning ensures a disciplined roadmap to systematically increase the pool of qualified accessible talent to State of NY OGS: The Mindlance Centralized Sourcing Center Mindlance has dedicated Sourcing Centers where more than 100 sourcing specialists assigned by horizontal staffing lines and vertical industries proactively seek candidates to match specific client requirements, and specific skill sets, locations and bill rates. They build and maintain a database of unique, qualified and pre-screened candidates not available to the competition.

		Recruitment Scale On any given day, Mindlance has about 350 recruiters sourcing, screening, selecting and engaging candidates on a national basis across skills and industries, and that number is growing weekly. The sheer scale of our operations and our focus on servicing contingent programs allows us to continuously create a pipeline of strong candidates who would be interested in engaging with us across clients. Dedicated Recruitment Teams To service all needs effectively, Mindlance will have a dedicated Account Service Delivery Team to provide the bandwidth, focus and learning required for servicing each client's specific needs. This team is proactively and reactively sourcing and screening IT talent on an ongoing basis, thereby increase our accessible pool of talent. Creation of client specific talent pools During implementation phase, Mindlance create a client specific roadmap. This includes technologies/platforms, purpose/function of technologies used, standard and emerging skill requirements, title/duration/number/frequency/geo of clients talent needs, top 10 frequently consumed titles; from this client specific talent pools are built. Utilizing sourcing specialist and pre-screened for fit, skill, availability, location etc. these mapped candidate are grouped into subsets within Mindlance MTRACK ATS. Redeployment across Mindlance: Dedicated re-deployment team of recruiters doing the reverse by matching the candidates against job openings for State of NY OGS o Leveraging ATS to continuously map: Skillset needs by location and client to provide better visibility to redeployment recruiters Hiring trends by skills/location/client o Candidate profiling and creation of skill/location wise priority hotlist of redeployment candidates within ATS – helps in optimization of search results within ATS o Intensive marketing campaign across all recruiting team o Higher % incentives to recruiters/account managers to re-deploy candidates o Bench pay of up to 90 days for visa dependent candidates o Relocation assistance for candidates willing to relocate for next opportunity o Training re-imbursement up to $500 while in between assignments o Engagement through break in service period o Continuous tracking of redeployment numbers by skill/location – to help improve efforts Given our current presence within Capital key markets such as Mclean, Plano, Richmond, Chicago, etc. where pre-existing talent pools have been built, we are confident in our ability to provide resources within 48hrs of release.
		Account Management (AM) Governance Each dedicated AM is tasked with the creation, monitoring and real time adjustment to the specific talent needs of their clients. Dedicated AM ensures that pipeline remains healthy, and relevant to their clients. In addition to managing the SLAs of speed and coverage, to ensure the highest quality talent is delivered to each requisition they own. Unique Talent Pool creation via our Differentiated diverse/Under-represented Talent Differentiated Offerings Reboot Talent, Diversphere and Quintrix Recruit-Train-Deploy Additional Partnership with Diverse Talent Centric Organizations: Mindlance is forging working partnerships with well-known national diversity organizations to better understand the unique attributes of each group. It also allows us to directly link their members and other constituents with exclusive employment opportunities within your program. In this way, Mindlance is helping you bridge the diversity gap, strengthening your ability to tap into a broader talent pool without having to create and invest in your own separate course of action. Some of the organizations where we have or are in process of developing a formal partnership and access to their diverse talent pool are: • VETERANS: Combat Veterans for careers, Military.com, Vets who code, American Society of American Military Engineers • WOMEN: Black Girls Code, Mindlance Reboot Talent, Path Forward, Anitab, Girls who code, Women in Technology International, American Association of University Women, Society of Women Engineers • WOMEN IN CYBER: International Consortium of Minority Cybersecurity Professionals; Secure Talent • WOMEN IN PRODUCT: AWIP (Advancing Women in Product) • MINORITY STEM: SACNAS • WOMEN BOOT CAMP – Grace Hopper • PEOPLE OF COLOR: Hispanic IT Executive Council, Blacks in Technology, National Black MBA Association, Black Data Processing Association, National Society of Black Engineers, Society of Hispanic Professional Engineers • MINORITY ENGINEERING: NACME National Action Council for Minorities in Engineering • DISABLED TALENT: Disability Talent • UNDERSERVED / ECONOMICALLY DISADVANTAGED YOUTH TALENT: NPower
		Complemented with Targeted Community Outreach: Our approach includes a variety of local and national partnerships, strategic marketing, and a defined recruitment process that together generate the appropriate resources in a shortened timeline. We have partnerships with collegiate institutions and technical schools as well as local unemployment agencies which allow us to access readily available talent. Additionally, an ongoing marketing program feeds associates ready to hire into our recruitment process to pre-qualify them for employment. Mindlance develop a comprehensive sourcing channel strategy with core focus on (1) Talent Supply and Demand Analysis; (2) Talent Pool Development Strategy & Execution; and (3) Skill-wise segmentation of sourcing channels as well as target companies • Internal Database – Indexed by industry/location/skill/level, etc. • Job Board Analysis (including industry-specific, diversity and military-centric) • Proactive Redeployment Model for consultants coming off assignments • Candidate Relocation Strategy – from other geographies within US and Canada • Proactive headhunting from select groups within select firms leveraging LinkedIn Recruiter and other tools • Local Channel Partnership & Sponsorships – Local Events, Meet-up groups for professionals, educational institutions, vocational training institutions, tech start-up groups, etc. • Active Bench (Physical & Virtual) strategy & execution, along with programs for visa sponsorship (H1, TN, OPD) for niche specialty and high-paying skills • Cross-industry Comparable Candidate Assessment – reviewing pool of candidates from other industries which can be reasonable trained within the target industry • Leveraging new candidate marketing platforms and referral platforms such as Firstbird as well as Employee Generated Referrals – A material percentage of our candidate pool consists of referrals from our existing resources. This helps in quality as well as reduced recruiting costs. • Partnership with Hire-Train-Deploy service providers • "Mindlance in the market' – Deployment of local 'event' teams • Where allowed, selective partnership with Diversity & small sub-vendors for niche skills
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.	Mindlance establish required website checklists during implementation phase, depending on which health occupations are being recruited for. Mindlance add these accreditation sites to the background screening package to ensure compliance.
16	What is your current fill ratio?	Mindlance average fill rate is 12.5%. Skill Fill Rate % Professional 13% Information Technology 10% Medical 12%
17	What is your current turnover rate for your temporary workers?	Mindlance negative attrition over the last 12 months has been ~17%. Of that 8% completed first 90 days, the remaining 11% fell in 2 distinct buckets. 60% resigned for better/other opportunity, the current work from home flexibility, and availability of higher paid jobs in 2nd/3rd markets has driven resignations up slightly over prior years. In addition a further 25% left due to personal illness or need to care for a family member. A very small percent of overall terms were due to performance and/or attendance.
18	What type of programs do you have to limit absenteeism and turnover?	In addition to below, please see our answer to 'Question # 5 - Process to track individual resource performance' MINDLANCE CONTRACTOR/EMPLOYEES RETENTION POLICY: From hire to exit, Mindlance seeks feedback from the contractor/employees, answers questions, manages concerns, provides counselling and/or training if needed, and reminds the contractor that s/he is a valuable employee who can build a future with us. Our talent retention approach includes: (A) Never Lose Sight of the Worker: From Onboarding through Off-boarding/Redeployment, Mindlance tracks the contingent worker. All of our systems are integrated which means that from hire to exit, the contingent worker is treated like a traditional employee regarding essential provisioning tasks such as payroll, security role definitions, badge access and managing benefits when appropriate. We have mature processes for onboarding, contingent worker service and performance management, in addition to off-boarding/redeployment. (B) Train and Engage to Increase Effectiveness: Mindlance contractor performance reviews allow an open dialogue on areas that need improvement. We identify learning gaps and provide training so contractors perform at peak ability. Outside of third party training providers and online computer-based training, Mindlance is uniquely positioned to offer ongoing professional training to contingent workers. (C) Communicate: Mindlance recognizes the importance of employee appreciation, and we provide positive feedback to our contractors, at all relevant opportunities. We make sure they know they are a valuable contributor to Mindlance and the client. Furthermore, we are responsive to our contractors. Our recruiters always return phone calls the same day, and we have a support staff available for any benefits, payroll or related HR needs. (D) Compensate Correctly:

		Mindlance ensures that we are compensating contingent workers adequately based on their skills, experience and job location. This has a direct impact on their motivation, commitment to their deliverables, and satisfactory completion of the assignment. We also have an attractive and competitive benefits package, including health insurance, a must-have for some workers. (E) Retention / Assignment Completion Bonuses: For assignments where pre-mature voluntary termination may be higher than Mindlance and/or client benchmarks, or for strategic positions (based on feedback from the client), Mindlance allocates an additional fixed bonus amount payable to the consultant on an annual basis or once the assignment is completed. This creates additional incentive for the consultant to stay the course of the assignment (F) Informal Reviews: The Mindlance CRM calls the contractor after the first day, the first week, and the second week on the job to get an early snapshot of the contractor's job satisfaction. At this time, the CRM also answers any questions and addresses concerns before they escalate into conflicts. After that, the CRM talks with the contractor monthly – on the phone or in person over coffee or lunch – to monitor attendance and keep the dialogue going. (G) Periodic Salary Revisions: Typically, Salary revisions are made on an annual basis (without any corresponding burden being passed to the client), but for select assignments, the revisions may happen on a semi-annual basis or at the time of any significant changes to the assignment requirements. (H) Show Workers Potential Career Paths: Mindlance contractors know that a good performance can lead to additional projects within our staffing lines of business or a full-time permanent job. We also offer career services such as our referral bonus program, career coaching, resume writing and related enhancement and training programs. We try to identify the "next opportunity" for our tenured professionals who are seeking upward mobility.
19	What is your current absenteeism rate for your temporary staff?	Mindlance maintain around 3000 consultants on billing at any given time, a small percent of those engagements require hourly or weekly monitoring of time absent. The remainder are raised via our Consultant Care organization where a client requires a specific contactor to be coach/counseled due to absenteeism. Currently and for past two years the majority of our workforce has been remote/offsite and absenteeism has been negligible.
20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	Maintaining High Fill Rates – Please refer to our answer to Q1 & Q2 Mitigate High Turnover Rates – Please refer to our answer to Q5
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).	Yes, Mindlance subcontract our work to support excessive workloads, either via independent contractors or through other firms. Mindlance occasionally engage third party subcontractors in selective partnership with Diversity & small sub-vendors for niche skills, to assist our technology practice. Less than 3% of our billing contractors are via 3rd party, versus 95% Mindlance W2 (remaining ~2% are 1099). Of the ~100 subcontracted hires across Mindlance last year 100% were W2 employees of our subcontractors. % # W-2 95% 2660 Subcontractor / C2C 3% 84 1099 / Independent Contractors 2% 56 In Non-IT categories, 100% of our consultants are W2 exempt or non-exempt employees. Within IT category, more than 85% of Mindlance consultants are our own W2 Exempt and Non-Exempt employees. Mindlance maintain a stringent subcontractor verification, contracting, insurance and audit process. Mindlance sub-vendor evaluation process includes the following: 1. Obtain and review the following documents: a. Articles of incorporation / certificate of good standing b. Executed sub-contractor agreement with client flow-downs c. Certificate of insurance d. W-9 e. Direct Deposit form 2. Obtain and review the following for each billable resource: a. Background and drug screening (Mindlance runs these for every resource) b. Client required forms acknowledgement (such as: Non-Disclosure, Intellectual Property Rights/Trade Secrets, Assignment of Rights in Workplace, etc.)
		c. Verification that the resource is an employee of the sub-vendor, as required by client agreement d. 10 check-point checklist to verify Immigration status, as required by client agreement e. Mark-up between resource and sub-vendor, as required by client agreement We provide client-specific orientation and training to the subcontractor's contingent worker, following best practices for co-employment mitigation. We monitor sub-contractor compliance with insurance requirements as well as other terms of the MSA Receive regular reports from subcontractor, as needed, in line with the main contract signed with the clients, ensuring seamless service delivery to clients. To the extent available, Mindlance conducts an annual audit to review financial stability of Sub-Suppliers. The review includes: 1. FINANCIAL STATEMENTS a) Profit & Loss b) Balance Sheet c) Cash Flow 2. CASH ASSESSMENT RATIOS: a) Working Capital b) Current Ratio c) Quick Ratio d) Accts. Rec. Turnover e) Accts. Pay. Turnover f) LT Debt/ Owners Equity
		3. PROFITABILITY ASSESSMENT RATIOS a) Gross Profit Margin b) Net Profit Margin c) SG&A % Sales If a sub-supplier has strong reservations against sharing financial data (because of private status of their entity), then Mindlance will review Dun & Bradstreet Report for specific metrics and risks. Additionally, to mitigate potential risks, Mindlance has a detailed process for managing and regularly interacting with the third service providers we utilize, to ensure that we receive optimal service and that there are no violations/ breaches of the existing contract. Our Legal, Compliance and Risk group undertakes audit/review of third-party processes, procedures and deliverables, which may include: • Random Sampling between 2 agencies with concurrent checks; Variations in time and results are highlighted and shared with both agencies. • Metrics and reports indicating turnaround time, number of discrepancies, number of times checks are repeated due to agency errors, customer service, escalations, rush orders etc. are shared on a monthly basis and reviewed with the agencies • Capturing and validating data from our systems and compare with the data from these agencies and any variations with respect to established KRAs or with the data are flagged and discussed monthly. • Implement mechanisms to handle expedited rush orders, and escalation maps, and review these regularly. • Regularly performance review and random audits of work/ deliverables of these agencies and provide feedback on performance etc.

22	What are your recruitment policies?	For Mindlance recruitment policies cover our entire end-to-end client delivery program. Features of the service to the State of New York, Office of General Services for Temp Administration roles would encompass the following: Key Proposal Elements: 1. New Client Onboarding and Implementation • Partnership with State of New York key stakeholders and supply base managers • Centralized implementation team creating an holistic client analysis document 'playbook' • T-30 to 90 days post launch analysis • Team, SLA's, training, process, tools etc. established at this stage 2. PMO driven Implementation Plan • Phased Activities and Key Deliverables governance • Goal is full understanding of the client's skills, locations, hiring managers, culture, branding, value proposition and competitive landscape 3. Orientation of the Dedicated team • State of New York download: Analyst reports, 10K/10Q, service/products, domain, tech stack, role analysis etc. • Cross leverage State of New York current HBITs contract intelligence 4. Client & Engagement Branding • 'Market' the States assignments to prospective candidates via creation of a value proposition o Great company, industry, product, innovation & growth opportunity, training/upskilling, mentoring & management, culture, D&I etc. etc. 5. Focus on CORE program skills • As part of initial talent strategy, identify top roles used in combo with location and rate
		o Dedicated sourcing team will proactively match candidates and build State of NY DB 6. Establish Sourcing Channels • Curate specific channels, including market research to identify unique opportunities o Includes: ATS mapping, Job Board analysis, Talent supply & demand analysis, Relocation strategy, Redeployment initiative, Referral drive, Online communities, Local partnerships, Marketing platforms, Educational institutions etc. o Skill matching to current Mindlance large Non-IT clients in State of NY such as: Corning, Centene, M&T Bank, Citi, Quest, New York Life, Anthem, WebMD etc. 7. Establish Diversity Channels • In addition to Mindlance own minority status, we assess and engage diverse talent partners o RebootTALENT – returnees to the workplace o DIVERSPHERE – under-represented, economically disadvantaged talent pools o Recruit-Train-Deploy – education-to-employment 8. Recruit, Screen & Test • Dedicated: Team comprised of Non-IT and Healthcare specialists with Government industry SMEs o Level 1 – Recruiter Screening: Utilizing highly-defined, skill-specific questionnaire to pre-screen candidates Use GLIDER.ai SCREEN product for recruiter level screening of specific skills for IT candidates o Level 2(a) – Technical Assessment Use best-of-breed AI-powered online screening assessment tools - GLIDER.ai
		o Level 2(b) – Leveraging practicing SMEs and/or Mindlance IT (ex)billable consultants for technical interviews • Central Support: Available and cross trained for urgent or spikes in State of NY volume • Sourcing Team: Proactively building a database of available candidates specifically for the State 9. Account Management • Dedicated, local and industry SME o From our WHQ office in New Jersey and/or NYC o Level 3 candidate selection, interview prep/debrief, offer & acceptance o SPOC partner to the States contingent program managers 10. Onboarding • Dedicated onboarding specialist, leveraging online ABLE tool o Compliant to the States program requirements 11. Consultant Relationship Management (CRM) • Dedicated CRM taking cleared candidates from day 1 on assignment at State of NY o Orientation, timekeeping, HR, payroll, co-employment, coach/council, issue resolution o Prime focus on contingent worker retention 12. Independent QA/QC • Performance, Process, Quality partner • Statistical analysis, SLA monitoring, real-time steering and continuous improvement
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.	MINDLANCE PROPOSED TRANSITION PLAN TO ENSURE A SMOOTH IMPLEMENTATION: New Client Onboarding and Implementation Approach Mindlance recognizes that depth of understanding and relationship from the outset of a new opportunity is key to success, both for Mindlance delivery teams, and participation & results for the Client. Mindlance assigns a centralized implementation team that prepares a holistic client analysis document 'playbook' including client business analysis, needs, consultant value proposition, and individual role analysis. The playbook becomes the SOP for the client engagement, and 'roadmap' to benchmarked success. Mindlance prepares and trains the assigned dedicated account team with in-depth client analysis, resulting in our ability to successfully find right fit, right skill, right price, and right location talent from day one. PMO driven Implementation Plan Mindlance complete a full due diligence via specific Phased Activities and Key Deliverables covering T-15 days to steady state of the program. Early stage activities include finalizing the program expectations, Mindlance PMO alongside the assigned program leadership complete extensive 'playbook' data set. Service delivery teams, recruiting plans and SLA's are established from this intel. From T-15 through 30days post live activities at the client, and the market provide continual iterations to the intel. Mindlance key to success is full understanding of the client's skills, locations, hiring managers, culture, branding, value proposition and competitive landscape. Orienting a Dedicated Account & Recruitment Team to the new client • Understanding the customer – Analyst reports; investor presentation; 10K; 10Q • Understanding business units, services/products and how it relates to the customer's business domain • Understanding Operational and technical roles • Understanding the technology stack • Developing a value proposition and customer branding for the candidates • Building ideal candidate personas for top 20 skills – based on the analysis of job description and effective job titles • Setting Internal governance on client performance bi-weekly in addition to governance of recruiter and AM performance (Specific SLAs around Quality, Coverage, Speed, Pricing, Compliance & Service)