ATTACHMENT 5 - BIDDER INFORMATION QUESTIONNAIRE
Solicitation Specific Questions

Bidder Name:	Penda Aiken Inc.

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

QUALITY CONTROL AND ASSURANCE PROCEDURES

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

#	Question	Response
1	What is your firm's selection, screening and hiring processes for temporary workers.	Whenever commencing a job search, Penda Aiken, Inc. (PAI) recruiters create a strategic staffing plan ("the plan") to determine what resources are required to enable our recruiters to successfully recruit, screen, select and hire the best temporary personnel for our clients. Guided by the plan, requisition and job description, the PAI selection, screening and hiring processes for temporary workers is as follows: **Selection:** The PAI recruiters search the PAI data base of over 25,000 pre-screened and tested candidates. Our data base is also utilized to access referrals for PAI open jobs. When we need to broaden our search, we access subscription job boards such as ZipRecruiter, Indeed and LinkedIn, as well as contact our network of community-based non-profit, business, educational institutions and workforce development organizations. These, and other resources, collectively comprise the PAI network team selection process available to PAI as we select the best candidates for our clients to interview. **Screening:** The PAI recruiters conduct a three-step screening process: pre-screening, testing and the interview. Once candidates are identified, the PAI recruiters conduct a preliminary outreach through email, phone or Microsoft Teams in order to screen candidate experience, skill, job eligibility and availability. Candidates must take PAI online tests (applicable to the position) to verify skill level before being invited to PAI office for the face-to-face interview with a PAI recruiter. Up to three candidate business references are contacted to verify prior work experience. **Hiring:** Resumes of the top two (2) to three (3) candidates are submitted to the hiring manager for an interview and final selection. PAI recruiters confirm candidate job acceptance, start date and prepare the offer letter. Prior to the start date, PAI's Human Resource Team (HR) conducts the new hire orientation. Post-hire, PAI's HR Team performs account management tasks such as checking in monthly with the temporary employee and hiring manager, to maintain employee retention and assure customer satisfaction.
2	What are your testing, training and orientation programs for temporary workers?	PAI testing, training and orientation programs are structured to vet the best temparary employees who are skilled enough to successfully perform the tasks as outlined in the job descriptions and the client scope of work. **Testing**: The PAI online tests are administered to the candidates based upon the skill requirements outlined in the job descriptions. PAI uses a combination of customized vetting assessments, and Aspiring Mind online testing software. To be considered for employment, candidates must meet basic client requirements. **Training**: For the past 27 years PAI has conducted professional development workshops and online software tutorials so our temporary workers may improve their skill sets and professional growth while working. This is especially true for PAI temporary employees on long term assignments. The professional development workshops are conducted at the client worksite on an as needed basis. Some PAI employee workshops include such topics as: sexual harassment, team building, time management and problem solving. **Orientation program**: Prior to the start of any assignment, the PAI HR team onboards the new hire, reviewing with them the job description, PAI and client policies and procedures, as well as the client culture, supervisor and departmental requirements.
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.)?	During the selection and screening processes before resume are submitted to the hiring manager for consideration, Penda Aiken, Inc. recruiters perform the business and personal reference screening. The background check is conducted after the client hiring manager has requested that PAI to extend a job offer to the candidate. We outsource to a third-party background security company to conduct background checks following the contract background check terms that generally include 7-year criminal (nationwide and by county) record searches and educational (high school, higher learning, or professional license/certificate verifications).
4	Do you agree to perform the background checks as identified in the Solicitation as requested?	Yes, Penda Aiken, Inc. agrees 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?	In order to track individual resource performace PAI's HR team and recruiters, communicate with clients and temporary workers via Microsoft Teams, phone, text and email. PAI recruiters track their newly hired employees' performance on a bi-weekly basis during the first month of employment. For those employees on longer term assignments, the PAI HR team conducts performance evaluations/surveys at the third month interval, and thereafter annually on the employee's anniversary. At the end of the assignment the temporary worker is debriefed via an exit interview. Exemplary performance is rewarded through emailing acknowledgements to the employee acknowledgements and, when feasible, annual pay increase. Testimonials are posted on the PAI website and/or newsletter. In addition, at client worksites with twenty-five or more PAI temporary workers, we host an annual recognition luncheon. PAI recognition rewards have included: gift cards for exemplary performance and attendance. Conversely, labor relations are meted expeditiously, and range from disciplinary actions to mediation to termination. PAI HR department addresses worker infractions such as excessive employee absenteeism and lateness; timesheet misrepresentation; sexual harassment; confidentiality and social media breach; poor job performance and interpersonal conflicts. Whatever the action, we communicate with both the client HR and/or hiring manager and our temporary workers to insure all matters are responded to within 24-hours of notification through resolution.
6	Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.	Yes, Penda Aiken, Inc. has programs in place for quality assurance, customer satisfaction and performance measurement. The HR Director, and Operations Manager monitor the PAI finance and legal team in following PAI quality assurance and strategic sourcing plans. The goal is to measure company performance in service delivery in staffing time-to-fill, retention, and prompt mitigation of payroll and compliance issues. All front and back-office staff attend company sponsored skills training as well as monthly professional development meetings to ensure PAI clients and resources receive quality customer service. PAI company and staff performance surveys are conducted and measured throughout all engagements. PAI monitors temporary worker quality of work through performance evaluations conducted after the first three months of hire and then on an annual basis. The PAI recruiters are in communication with client HR reps and hiring managers and conduct monthly check-in phone calls and/or emails to the workers.

7	What process do you follow to ensure the proposed resumes meet your client's request?	To ensure the proposed resumes submitted meet client requests, PAI's Talent and Acquisition Manager creates a strategic staffing plan for the recruiters to follow that lists the required qualifications, skill requirements and recruitment approach for every requisition received from the client. PAI sends to the HR rep and/or hiring manager a work order confirmation to verify our understanding of the client request. If further clarification is needed before the PAI recruiters begin the candidate search, we outreach to the client rep or hiring manager for further clarification. Once a pre-screened, selected, and qualified candidate is identified, only then is the resume and candidate summary profile submitted to the client for consideration.
8	How do you schedule engagements?	PAI recruiters and the People and Culture Generalist (PCG) maintain an online engagement calendar so that the client/candidate may accept or decline the engagement. Whatever the means of communication between PAI, the client and resource, all engagement scheduling must be confirmed prior to finalizing the new hire start date.
9	Do you have an electronic system for scheduling? If yes, please describe.	Yes, PAI has an electronic applicant tracking system for tracking candidate, client, payroll, invoice, reporting and scheduling staffing engagements. In addition to the online appointment calendar for scheduling, clients and candidates may confirm scheduling through PAI website portal (and if necessary, via email).
10	What processes do you use to ensure seamless service by subcontractors to NYS?	PAI uses several processes to ensure seamless service delivery by subcontractors to NYS. One process is a periodic meeting to review performance and contract compliance. Additional meetings are scheduled whenever the need arises to update information. Sub-consultant data collection includes: applicant registration, assignment history, usage reports, opened invoices, timely payment history, etc.
11	How do you maintain and track unallowed and preferred candidate lists for your clients?	PAI maintains and tracks the unallowed and preferred candidate lists for our clients through conducting performance reviews. The information is stored in the candidate and client modules on PAI's cloud-based platform. Information gathered includes: department name, assigned candidate name, and outcome of candidate's performance evaluation rating. The database software tracks data and generates reports per department on resource suitability.
12	What is your escalation and resolution policy (in case an issue or emergency arises)?	The PAI escalation and resolution system route problems differently depending on their source. Each category and resolution has an associated escalation policy, which specifies how alerts should be routed to your team. Each event-driven situation has language that allows for the execution of combinations of operations in response to specific received events. Rules are relatively simple to create and modify. There are three types of escalation policy/rules as follows: Plain rules: Plain rules are evaluated against all incoming events or are evaluated in response to a redo request. Change rules: Change rules are triggered in response to change requests for a previously received event. Timer rules: Timer rules enable a delayed analysis of events to determine if the status of the event has evolved and then perform actions accordingly. Timer rules are triggered when a previously specified timer on an event expires. Below are examples of some anticipated challenges/problems and our innovative solutions: CATEGORY: Sourcing ESCALATION: 1. Inadequate supply of candidates in database Preferred resource tracking RESOLUTION: Outsource to teaming partners CATEGORY: Recruitment ESCALATION: 1. Client rejects submitted resumes. RESOLUTION: Clarify job descriptions with HR to ensure understanding of job requirements ESCALATION 2. Falsification of resume credentials. RESOLUTION: Perform comprehensive background and reference checks (e.g., education/criminal/employment verifications) CATEGORY: Placement ESCALATION: 1. Unsuitable candidate match RESOLUTION (s): Reassignment to another department, if a qualified temp, assess whether additional training is required, Termination/Provide replacement ESCALATION: 2. Candidate seeks/secures alternative employment RESOLUTION(s):
		•Determine reason for leaving assignment • Offer more incentives, if applicable • Conduct exit interview • Termination/Provide replacement ESCALATION: 3. Candidate fails probationary period RESOLUTION(s): •Extend probation period, if approved by SCA • Implement developmental plan to resolve issues • Provide replacement CATEGORY: Post-Placement Follow up ESCALATION: 1. Excessive lateness/absenteeism RESOLUTION(s): •Issue verbal and written warning(s) and monitor • Termination/Provide replacement ESCALATION: 2. Insubordination (disrespect, abusive language, rudeness, willful disregard of management, etc.) RESOLUTION(s): •Investigate incident, discuss with HR and supervisor • Issue warning letter, if occurrence warrants, and monitor • Extend probation period, if the occurrence warrants • Termination/Provide replacement ESCALATION: 3. EEO Policy Violation (Drugs, Sexual Harassment, Etc.) RESOLUTION(s):

		•Discuss issues with HR and supervisor • Document occurrences • If drug related, refer to drug rehabilitation clinics • If sexual harassment/issue verbal and written warning • Termination/Provide replacement ESCALATION: 4. Turnover RESOLUTION(s): •Make proper match •Benefits: health, paid vacation and holiday, performance incentives, annual recognition luncheon, employee of the month CATEGORY: Payroll/ Billing ESCALATION: 1. Fictitious timesheet hours RESOLUTION(s): •Verify hours thru various time entry modes • Signature verification ESCALATION: 2. Missed time sheet/ pay period RESOLUTION(s): •Non-submitted timesheet reports
		• Manual check cycle • Clarify timesheet submission procedures ESCALATION: 3. Billing discrepancy RESOLUTION(s): •Direct link from time entry • Investigate and resolve discrepancy • Invoice reprinting • Issue monthly billing statements for timely client review ESCALATION: 4. Cash flow RESOLUTION(s): •Ensure adequate financing • Back-up financial support from teaming partners CATEGORY: Emergency 1. Inclement weather ESCALATION: Emergency report posted on PAI website RESOLUTION(s): •Client and/or PAI call-in number CATEGORY: Emergency 2. On the job injury ESCALATION: Generate accident report/WC claim form RESOLUTION(s): • Arrange nearby hospital visit
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.	13. If a temporary employee is rejected by the client, PAI will: • Immediately have a debrief with the client (and terminated employee) • Immediately review with client and terminated employee the job description for clarification of job duties and department culture • Start sourcing for replacement during debriefing period • Supply resumes to client within 24-48 hours • Conduct orientation with new temporary employee prior to hire date • Coordinate with supervisor any training plan required for new temporary employee • Arrange for a PAI temporary worker, if in same department, to assist with training new employee
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, Penda Aiken, Inc. has a formal, published quality assurance program. We have attached the Program, as requested. In brief, upon contract award, PAI will meet with OGS HR Officer to sign off on the systematic methods to be used to monitor performance and to identify the required documentation and the resources to be employed. The plan will provide a means for evaluating whether the PAI recruiters are meeting the performance standards/quality levels identified in the RFP Scope of Services and PAI's quality control plan (QCP) to assure that PAI recruiters' performance objectives are being met, and to ensure that OGS receives at the very least the expected level of services. PAI key personnel will set forth the recruitment strategic sourcing plan and procedures for monitoring the quality, timeliness, responsiveness, customer satisfaction, and other performance requirements in the OGS Scope of Services. Specific to the needs of OGS, PAI will develop and implement a performance management system with processes to assess and report its performance to the designated OGS HR representative. During the ramp up meeting PAI and OGS HR Officer will review the PAI Plan for self-inspecting the quality, timeliness, responsiveness, customer satisfaction, and other performance requirements in the Scope of Services. This process will enable OGS to have input in PAI's quality control program. During scheduled meetings, OGS representative(s) will monitor PAI performance and review performance reports furnished by PAI to determine how we are performing against communicated performance objectives. We also recommend that during these scheduled meetings, PAI HR personnel and OGS make determination regarding incentives based on performance measurement metric data and notify PAI of those decisions. PAI will be responsible for making required changes in processes and practices to ensure performance is managed effectively. Methodologies to Monitor Performance Surveillance Techniques: 1. Random monitoring of contractor placement performance: Performed by PAI Point of Contact (POC) and OGS Rep. 2. 100% inspection monthly: Performed by PAI Point of Contact (POC) and OGS Rep. 3. Periodic Inspection: POC and OGS Rep performs the periodic inspection monthly. Customer Feedback: PAI performance management is driven by establishing and maintaining professional communication between its employees and its customers. For PAI, satisfaction is the most significant external indicator of the success and effectiveness of all services provided and is measured through customer complaints. PAI will distribute survey forms to OGS Reps to receive detailed feedback and this information will be forwarded to the POC for immediate investigation. Customer feedback may also be obtained either from the results of PAI formal customer satisfaction surveys, or from general customer comments.

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.	To ensure quality employees, PAI checks the occupation and professional administration board of the appropriate jurisdiction for licensure. PAI requires nurse's educational level to be proven with certificate of completion. Specialty areas must be proven with certificate of completion of continuing education. PAI verifies through the occupational and professional licensing administration of the appropriate state, to include the NYS Office of the Professions - State Education Department (http://www.op.nysed.gov/), the validity in good standing of licenses. Also, we will check the Health and Human Services – Office of Inspector General (HHS/OIG), List of Excluded Individuals/Entities on the OIG website (www.hhs.gov/oig) for each person providing services under this contract. PAI certifies that it will research every employee with the OIG list and that it will not forward as an employee any person listed thereon. Additionally, the school of completion must be a school in good standing. Skill compentency includes, knowledge on scope of work, empathy, affirming compliance measures, and other patient / skill related responsibilities.
16	What is your current fill ratio?	PAI's current fill ratio is 75%
17	What is your current turnover rate for your temporary workers?	PAI current turnover rate for our temporary workers, especially during the COVID pandemic is approximately 2%.
18	What type of programs do you have to limit absenteeism and turnover?	All employees are expected to report to work as scheduled. Personnel whose responsibilities require they be away from their normal work site at any time, must leave a record of their whereabouts with PAI and their worksite supervisor(s), or HR contact. Unplanned Absences An employee unable to report to work because of illness or urgent personal business must notify the immediate supervisor and Penda Aiken, Inc. payroll administrator no later than an hour before the regular shift start time. Persistent absenteeism may result in termination. Planned Absences Planned absences must be reported as well in advance as possible to the PAI representative and worksite supervisor. The employee must have the worksite supervisor sign the PAI Absence Request Form in advance of the planned absence. We ask the employee to forward the PAI Absence Request Form immediately to the PAI payroll administrator.
19	What is your current absenteeism rate for your temporary staff?	PAI current absenteeism rate for our temporary workers during the COVID pandemic is approximately 1/2%.
20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	Starting with the recruitment and selection phase PAI recruiters vet candidates who really want to work for NYS government agencies and demonstrate commitment to remain on assignement throughout the entire engagement.
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. PAI's stakeholder network of independent contractors, and other firms are vetted, diverse, and expansive, to assist on open job ordes. All potential partners must be certified in respective areas of scope, and meet client requirements of potential service. Workflow includes - informing of deliverables, meeting screening / resubmital / placement standards. In addition to employee / account management conversations
22	What are your recruitment policies?	PAI recruitment policies: •Clarify job description to ensure understanding of job requirements with hiring manager and then submit candidate resume and profiles •Maintain specialty candidate tracking through the PAI Applicant Tracking System Cloud-based platform •Build a database of industry and community-based partners •Maintain a pool of 15-25 pre-qualified candidates to quickly meet OGS RFQ candidate submittal deadlines •Perform business reference checks (e.g., education/criminal/ employment verifications) prior to submission of resumes •Replace within 48 hours any employee not performing to OGS standards •Continually cull databases to source for top talent
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.	PAI's implementation plan for initiating this program at OGS if awarded a contract, begins immediately upon contract signing. Two PAI representatives will be assigned to client, and responsible for all inquiries or requests. To ensure contract compliance and quality of service delivery, these representatives will manage the account based on the following three phases: **Preparatory Phase – Assessment** •PAI management meet with NYS representative(s) to develop communication methods •PAI management review and document scope of work and contractual obligations •Review all contract requirements with the PAI staff and teaming partners or OGS assigned subcontractors **Start Up Phase – Ramp Up** •Visit work site to insure job readiness •Post contract specifications and key documents in a collaborative web space •Establish performance standards for professional contingent/temporary staff •Conduct employee orientation and/or training During the ramp up phase since we are a current staffing supplier to OGS, we will notify our existing NYS clients and the current resource pool of our renewed contract award with NYS and distribute information about any updates or changes to the award. Should the plan include transferring employees from other contractors to our internal resource pool, we will gather the names of those workers and offer them the ability to register with PAI. Based upon logistics and time frame, following distribution of PAI online applications, to assure a smooth contract transition, PAI recruiters may visit the workers at their work site to complete the registration process and conduct new hire orientation. **Project Management Phase – Initiation** •Weekly/biweekly status/update meetings with PAI staff and teaming partners •Meetings with client (frequency to be determined) •Conduct employee performance reviews and initiate developmental plan as required •Conduct employee customer service and software training as required •Provide feedback to employees and provide additional training or support as required •Provide proficient and cost-effective payroll and billing processes •Issue management records and maintain documentation