ATTACHMENT 5 - BIDDER INFORMATION QUESTIONNAIRE
Solicitation Specific Questions

Bidder Name:	Randstad North America, 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.	As an EEO employer, Randstad's hiring practices ensure all job applicants have a fair opportunity in the labor market. The end result of our selection process is a proportionately representative workforce, which is achieved when no person is denied employment opportunities or benefits for reasons unrelated to their abilities. Randstad recognizes the worth and dignity of each individual and thus strives for a qualified workforce which represents the diversity of the community. Therefore, Randstad continues to hire the best qualified candidates, and our employment decisions are based on bona fide qualifications such as skills, knowledge and abilities. To ensure we attract the best candidates for New York, we will tap into our large pool of qualified applicants as well ensure our recruitment and selection processes are free of any bias or discrimination.
2	What are your testing, training and orientation programs for temporary workers?	**comprehensive on-boarding and orientation process.** According to Glassdoor, companies with a strong on-boarding program enjoy a **69% higher retention rate**. An investment in talent on-boarding also results in accelerated learning rates and higher productivity – factors all employers desire. With this understanding, all Randstad talent undergo a Randstad and New York-compliant on-boarding process prior to the start of any assignment. Our standard on-boarding includes: • Agreement to Randstad employment terms, policies, and procedures • Authorizations to conduct assignment-specific background checks and drug screens • Completion of W-4 and other withholding forms (federal, state, and local, where applicable) • Completion of forms related to benefits eligibility and election Additionally, our process will outline New York's policies and procedures, and further iterate your expectations. Our focus is on seamlessly integrating our talent into New York's culture and equipping them with the information, guidance and support to become independently productive as soon as possible. **efficiencies through automation.** Electronic processing saves our team an average of 10 minutes per on-boarded talent (compared to paper/traditional processing), which means we can focus more time on critical tasks such as performance management and engagement activities, as well as sourcing and selecting an optimal talent pipeline for New York. Our automated system, eStaff 365, ensures compliance New York's requirements (including contract flow-downs and required forms). This also creates an enhanced on-boarding experience for our talent and drives engagement during the hiring cycle which positively impacts retention throughout the assignment. **process flow.** The following diagram outlines our standard talent on-boarding process, which will be further tailored to meet New York's specific requirements. Such a customized program (with supporting documentation) will be inclusive of a comprehensive on-boarding process for all new hires at New York.
		New York-specific talent guidebook. Randstad will produce a New York-specific talent guidebook (available in English and Spanish) which will include information about the work environment, the tasks required, all relevant company regulations and procedures, performance expectations, and standards. Available online or in hard copy, this guidebook serves to: • Reinforce the talent's decision to join Randstad by building on the expectations set during the hiring process • Accelerate the assimilation of new talent by providing a realistic preview of New York – the culture, the work, policies and procedures, and what success looks like • Provide new talent with the appropriate information, tools, and support needed to be successful Following is an overview of the standard guidebook contents that will be provided to all Randstad talent prior to their assignment at New York: general informationRandstad office location and hoursAvenues and procedures for questions or reporting challengesInstructions for emergenciesExplanation of benefitsSafety policies and procedures; in case of injury instructions Instructions for downloading and using the Relevate schedule app for shift scheduling and requests (_delete this bullet if not applicable)assignment-specific informationAssignment scheduleDepartment and supervisorHourly pay rateSpecific job duties, accountabilities, and performance expectationsAppropriate attire/PPEs (delete PPE if white collar)Lunch and breaks Time reporting and payroll information New York-specific information • Summary information about New York • Security policies and processes • Drug screen policies • New York workplace policies (including attendance and punctuality) • Parking • Electronic communications policy • Any additional applicable New York literature site tour.
		To further introduce our talent to New York, we will conduct a site tour as part of our on-boarding process. This gives our talent an opportunity to observe the performance of the job duties and work environment at the facility and ask any questions relating to their work station or other assignment-related topics. our approach to safety orientation. Randstad will comply with all existing safety programs currently in process at New York, as well as implement additional initiatives focused on enhancing those programs, including: • Site surveys and safety equipment checks • Safety awards and performance programs (e.g., luncheons) • Establish safety committees and on-site evaluations • On-site safety orientation and walk-around knowledge checks • Safety seminars/discussions • OSHA compliance checks • Safety video and sign-off during orientation skills upgrade training for the diverse talent community. Randstad US is undertaking a new best-in-class skilling program with a singular aim to drive systemic change in diverse and untapped communities. The program is called TRANSCEND and is designed to pipeline diverse talent and impact economic equity through skills training for diverse populations. Under the direction of a dedicated Community Impact Director, Randstad has partnered with the National Urban League to help identify, screen and train program participants. The courses offered in the program align with the skills needed for employment in today's in-demand jobs. These courses span career readiness skills, business agility and acumen and reskilling development plans. Learning paths in the program include technology, financial services, non-clinical services and account management. The training is provided at no cost to the participants. The TRANSCEND program is part of Randstad's commitment to reskill 40,000 American workers and to provide additional resources to impact economic equity for diverse populations.
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.)?	Randstad will initiate background checks and drug screens in accordance with New York specifications (e.g., criminal and credit background check, etc.). We have developed partnerships with several leading national organizations that are qualified to conduct these screenings for our clients. These companies have the resources to perform a variety of background checks, including: • Social Security Verification • I-9/ W-4 Verification • Education Credential Verification • Verification of eligibility for U.S. employment • Verification of bilingual/English proficiency • Criminal Records Check • Motor Vehicle Report • Civil Records Check • Credit Reports • Drug Screening • Additional background checks, as required These checks can be conducted at the county, state, and national levels, within any specified time frame.
4	Do you agree to perform the background checks as identified in the Solicitation as requested?	Yes

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?		We measure our success by the degree to which we help our clients – and the talent we represent – achieve their goals. Recognizing that New York has unique business needs, we will initially meet with each New York hiring manager to fully understand their expectations and benchmark a matrix of critical Key Performance Indicators (KPIs). This benchmark will serve as our starting point to develop specific commitments. We will then monitor our performance via custom reporting formats and review the metrics to ensure we continue to meet the defined parameters. We evaluate our service and the quality of our talent on assignment via routine communication, periodic satisfaction surveys, regular talent performance reviews, and exit interviews. Following is an overview of the processes that are used to measure and track our performance: • Routine communication with hiring managers • Key performance statistics management • Regular talent performance evaluations • Continuous improvement initiatives (Quarterly Business Reviews) • Regular monitoring of New York service level commitments continuous communication. Randstad's basic client communication and feedback program includes the following steps: • **Arrival check, end of day check, and end of first week check:** We ask questions such as: How does our talent compare to others who have worked in this position? Are there any challenges that need to be addressed before next week? Has our talent met your expectations (completed tasks in a specified timeframe, achieving desired results, meeting productivity goals, etc.)? • **Assignment and skills development feedback calls:** These calls are made prior to corresponding follow-up calls to our talent. We will contact the hiring manager every two weeks to determine level of ongoing satisfaction with our talent and any needs for skills development or coaching. • **Quality surveys:** Our surveys derive quantitative and qualitative data that can be used to implement process improvements and ensure account team alignment with your business goals and priorities. In the event of talent performance challenges, we will work with New York to ensure our talent meet your requirements. We conduct client satisfaction surveys bi-annually, and analyses of all survey results are included in our Quarterly Business Reviews (QBRs). • **Performance evaluations:** Our account team meets with our talent and your hiring manager(s) to assess work performance, job satisfaction, identify any areas of improvement, and establish future goals. Further, we provide both the talent and hiring managers with a performance scorecard to ensure we are meeting expectations.
			• Assignment extension checks: We will contact your hiring managers at least one week prior to the estimated assignment end date to determine extension possibilities or gauge opportunities elsewhere at New York. • End of assignment surveys: As part of our continuous improvement initiative, we will solicit the feedback of your hiring managers upon the completion of the assignment. This process serves to assess the performance of both our talent and our service delivery. • Exit interviews: The exit interview process is one of the most crucial steps in evaluating our performance. During the off-boarding process, we solicit ratings with regard to our communication, professionalism, challenge resolution, and proactive contract management via an electronic evaluation form sent directly to the hiring manager. web-based satisfaction tracking. Randstad also tracks client satisfaction through a Net Promoter Score (NPS) system. At its core, NPS is a simple survey that asks whether clients would recommend Randstad to other companies. Using a scale model (1-10), NPS classifies clients as "Promoters," "Passives," or "Detractors." The overall "Net Promoter Score" is calculated by subtracting the percentage of Detractors from the percentage of Promoters. NPS has become worldwide accepted standard for measuring customer engagement, with many leading organizations adopting the NPS system to drive their customer loyalty and retention strategies. Quarterly Business Reviews (QBRs).
			To exceed service level commitments and ensure New York's satisfaction, we leverage a structured, continuous improvement initiative. This process includes a series of strategic meetings to ensure service continuity, adherence to service level commitments, ongoing communication of program objectives, and to identify opportunities for efficiencies. Further, these business reviews provide the opportunity to share ideas, exchange feedback, and allow us to accurately measure the level of New York's satisfaction. Randstad has found the most effective QBRs to be aligned to your strategic and operational goals, and encompass specific criteria surrounding service delivery excellence. We report not only on standard KPIs such as fill ratios, attendance, safety, retention, productivity, etc., but also on compliance with client requirements, such as candidate screening processes. During these reviews, we will continue to present value-added ideas and suggest business practices to enhance the effectiveness of our service. By working together to foster innovation, New York will truly maximize the benefits of our solution. compliance audits. Our goal is to maintain 100% compliance with New York's requirements. With this in mind, we conduct routine independent, objective audits designed to ensure compliance with governmental regulations as well as client-specific requirements. These consist of a systematic, disciplined approach designed to evaluate and improve the effectiveness of risk management, control, and governance processes. The scope of Randstad's internal auditing is broad, including topics such as the efficacy of operations, the reliability of financial reporting, and compliance with laws and regulations. Our internal audit process provides a catalyst for improving our effectiveness and efficiency by providing insights and program recommendations based on analyses and assessments of KPI data and business processes. With commitment to integrity and accountability, our audit process provides credibility to any appropriate governing bodies, as well as our executive leadership, as an objective source of independent advice and corrective action recommendations. Additionally, our automated contract compliance module ensures adherence to client requirements (e.g., screening processes), and assists our account team in identifying and resolving any deviations.
6	Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.		We measure our success by the degree to which we help our clients – and the talent we represent – achieve their goals. Recognizing that New York has unique business needs, we will initially meet with each New York hiring manager to fully understand their expectations and benchmark a matrix of critical Key Performance Indicators (KPIs). This benchmark will serve as our starting point to develop specific commitments. We will then monitor our performance via custom reporting formats and review the metrics to ensure we continue to meet the defined parameters. We evaluate our service and the quality of our talent on assignment via routine communication, periodic satisfaction surveys, regular talent performance reviews, and exit interviews. Following is an overview of the processes that are used to measure and track our performance: • Routine communication with hiring managers • Key performance statistics management • Regular talent performance evaluations • Continuous improvement initiatives (Quarterly Business Reviews) • Regular monitoring of New York service level commitments
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7	What process do you follow to ensure the proposed resumes meet your client's request?	Your talent supplier should do more than place available candidates – they should deliver employment solutions. That is why a principal element of Randstad's value proposition is our proactive approach to understanding your tactical and strategic operational objectives. With this understanding, we apply expert workforce insights, labor market knowledge, and enterprise capabilities to engage, cultivate, and secure the right talent for you. strategic workforce planning. *requirements capture* In this initial phase, we will partner with your hiring managers to examine your current-state workforce and projections for your future needs. We will couple this information with our knowledge of the local labor market and forthcoming trends to complete a gap analysis and create a New York-specific, workforce needs projection. This needs analysis, along with relevant information regarding your organization, constructs the foundation upon which we build our recruitment strategy. Rather than simply collecting a "laundry list" of requirements for talent, we gain detailed knowledge to construct comprehensive, best-match technical and soft skills criteria which our local team can apply to proactively search for across all channels. The result is a match not only with skills and experience, but also other critical elements such as fit with managerial style and corporate culture. *market assessment* Using proprietary data and third-party tools, we assess availability and demand for the skills you require: key employers competing for talent, prevailing wages, workforce trends, demographics, and more. Such resources include, but are not limited to: • **Randstad employee database:** 100,000+ assignment records covering 1,000+ US markets • **Randstad salary guides:** Skill-specific salary ranges by state, aggregate employer data • **Randstad jobs reports:** Monthly labor statistics and Employee Confidence Index trending • **Burning Glass:** 5 billion labor supply and demand data points covering 2,000 markets • **PayScale:** 54 million salary survey profiles • **LinkedIn Recruiter:** 690 million+ profiles • **Monster Worldwide:** 430 million+ candidate records We also identify the best sources of talent, determining the most appropriate avenues and tactics to attract the best candidates, and then project recruiting "yields" from each source so we apply the correct resources and bandwidth to meet your talent objectives.
		Whether you need just a few resources or hundreds, Randstad has the capacity to execute at the scale and tempo to meet your workforce objectives. Our recruiting plans to meet specific enterprise or project objectives will outline strategies, schedules, recruiter/team assignments, and expected yields for sourcing, screening, and placement. We track activities and results against the plan daily, refining as necessary to ensure we attain talent delivery goals. recruitment strategy – leveraging "tech & touch." We live in a post-digital age, an era of constant technological change, which is rapidly transforming the way we live, work, and relate to one another. Technology has become an everyday component in our lives; it is the invisible engine that powers the world around us. In a 24/7 economy, clients have different needs. The way companies work is changing, and this influences the skills and their workforce requirements. As disruption is rapidly occurring within the talent acquisition sector, the ability to continually and nimbly innovate has become increasingly important to yield successful results. As a leader in talent delivery, we see this as a tremendous opportunity. Proactively, Randstad is investing heavily in new technologies, making a giant leap forward into the world of technology. We are gaining external knowledge and expertise through acquisitions and the Randstad Innovation Fund (RIF)*, and innovating through our Digital Factory. It will enable us to shape our new role and ensure our leading position in an industry becoming predominantly digital and data-driven. Through the RIF, we have evaluated hundreds of tech start-ups as part of our strategy to cultivate, collaborate with, and invest in the most promising emerging HR tools: analytics, artificial intelligence, digital UI/UX platforms, and more. We are rapidly evolving – organizationally and technologically – to integrate superior digital HR capabilities with the "human touch" of our professional workforce experts. This forward strategy will continue to provide unbeatable service and value to our clients and the talent we represent. *Randstad Innovation Fund (RIF). The RIF is a strategic corporate venture fund that invests in promising HR technologies in order to be at the forefront of game-changing technology and build expertise. Over the years, RIF has proactively tracked more than 2,500 early- to expansion-stage HR technology players and emerging technologies. We invest in HR technology that allows us to make better use of our data and to streamline the candidate journey for both companies and candidates. Through RIF, we also bring the innovators to Randstad, enabling them to work and learn together. In collaboration, RIF develops best practices and advises local Randstad organizations on how to best integrate new technologies. By taking minority participations in these companies, with a focus on online platforms, big data analytics, machine learning, and sourcing, screening, and selection tools, we are able to complement our own offerings and fuel innovation, supporting our ambition to serve as a thought leader in our field. Our investments, which result in close partnerships with the companies involved, give us unique access to innovative technologies and a better understanding of key drivers. At the same time, the companies in our RIF portfolio benefit from having access to Randstad's extensive network. strategic acquisition – Monster.com Our acquisition of Monster in 2016 was part of our collective global efforts – through the RIF and our internal Digital Factory - to embrace and drive digital innovation and disruption within our industry. While Monster's product portfolio and data continues to be available to all companies (even our competitors), what makes our relationship unique is how we integrate services – combining the technology and tools that Monster provides with our high-touch "human forward" recruiting approach. Equipped with the tools and services Monster and Randstad provide, clients can better build and promote their brand, create more intimate and personalized experiences for candidates, and collaboratively attract and secure talent. Offerings include:
		• Employer branding suite – Monster Social Brand Ads (US) and Social Brand Campaign (EU) offerings provide exposure and targeted messaging to potential candidates on platforms including Facebook and Instagram. These complement Randstad's Employer Brand research and related consulting services for clients to enhance their employer reputation and attractiveness. • Monster Studios – An easy-to-use platform for recording, editing and publishing job openings via video that can provide a more informative, personal and authentic view of the roles to fill, the work environment, and how successful candidates will fit into your company and help contribute to its mission. With Randstad's coaching and collaboration, our clients can enjoy better quality candidates and higher fill rates. • SearchMonster – Combining Monster's vast data and candidate pool with the latest precision search technology, SearchMonster enables us to find the exact talent our clients need, quickly and accurately. Plus, we can manage candidate communication (email and text) all from the same interface. • Candidate tools – Monster's platform and apps for candidate postings, search, apply and communication help streamline job discovery, qualification, screening and employment experience for all parties, for both contingent and permanent hire opportunities. mobile recruiting Randstad's website is optimized for access from smartphones, tablets, or PCs, allowing us to connect with candidates on the platform of their preference. Our accompanying "Randstad Jobs" app (for iOS and Android) provides customized job opportunity push notifications, job search, filter capabilities, and "apply now" functionality, so we can readily engage with today's workforce. By making this experience as seamless and "hassle-free" as possible, we reinforce positive perceptions of our firm and the opportunities we present. Virtual interviewing To efficiently and effectively meet our clients' requirements, we utilize a virtual event manager that streamlines the interviewing process through automated scheduling that applies to any live hiring event – from a one-on-one interview to events like job fairs – which can be held via video. This system accommodates a variety of hiring parameters so all departments and roles are taken into consideration. social media Randstad's recruiters use social media extensively to reach more candidates, therefore increasing the total talent pool available to us. Through platforms such as LinkedIn, Twitter, and Facebook, we engage passive candidates who may not be actively seeking employment, and whose resumes are not posted on traditional job boards. We utilize pay-per-click advertising where job seekers can go directly to our application screen, which provides speed and convenience in the process. While this is common in our industry, Randstad's advantage is scale: our robust strategy includes building micro-communities within social networks that focus on key recruiting areas, such as hard-to-fill positions or diverse candidates, allowing us to target and market directly to these social media-based communities. We also utilize automation tools (e.g. Jobs2Web) to streamline job posting workflows to social media sites; increasing recruiter efficiency, posting accuracy, and process consistency, which offers the following key benefits: • Improving recruiting efficiency • Increasing posting consistency, ensuring correct jobs are being published to the targeted sites • Allowing a streamlined workflow into the applicant tracking system By engaging talent communities more proactively, we build relationships that reinforce our role as a trusted advocate supporting individuals' work lives, rather than merely a "transactional" broker. For example, we regularly post useful and pertinent career content, job tips, employment trends, and more – collectively building brand awareness, trust, and engagement. As a byproduct of our integrated social media strategy, we not only build more comprehensive, vetted, candidate profiles, but also improve candidate responsiveness as we present client job opportunities best suited for their skills, experience, interests and work style preferences.
		To fully capitalize on Randstad's national database of talent, we have implemented a strategy to locate "best fit" candidate matches as quickly as possible. Our automated search & match functionality yields a roster of talent who match the client-specific profile, thus increasing speed and efficiency by linking client requisitions with available talent. Our systems enable on-demand recruitment of active – and passive – talent, tailored to the unique needs of our clients. Further, it serves to distinguish Randstad from the competition by allowing us to recruit for virtually every job order we receive, rather than relying solely on electronic job boards and subscription databases. Using Relevate talent search, our teams enter a keyword based on the New York-specific job profile, and instantly receive a list of local candidates who have worked with us before. Relevate talent search quickly scans our internal database of job histories, current assignments, and resumes for qualified talent with immediate availability, assignments ending, or past successful assignments. We can search on keywords such as: • Technologies • Skills • Assessments • Background check and drug screen results • Experience with New York or similar companies Search criteria also include zip codes, enabling our team to instantly search the databases of all Randstad operations within a defined territory. With Relevate talent search, we will be able to meet New York's needs by quickly identifying qualified candidates from our large pool of past and current employees. referral bonus program Earning top satisfaction scores in national surveys, our talent are among our greatest promoters; especially connecting with "passive candidates" who may not be actively seeking other employment opportunities. In fact, many of our best performing talent are the result of recommendations from our existing talent base. Therefore, we encourage this activity, recognizing that personal networks enable us to tap an abundant source of high-performing talent. We have recently made this process even easier by adding a "one-click" referral option to our website. Additionally, our talent are rewarded with a gift card for referring candidates to us who qualify and are placed on a client assignment. community outreach and local networking Randstad is committed to being an outstanding corporate citizen and our pledge of corporate social responsibility is preserved in our company's Core Values – this involvement with our community not only contributes to worthy organizations, but also serves as a highly productive way to reach talent. Our local account teams focus on enhancing Randstad's visibility in order to engage talent who may be unreachable through other methods. Through volunteering, seminars, participation in job fairs and other employment events, and other coordinated activities with the community, Randstad makes itself known to candidates through: • Colleges, universities, and technical/trade schools • Community and networking events

		• Open houses • Job fairs and trade shows • State, county, city employment services • Community and professional organizations • Digital billboards • Business publications • Networking events/industry-specific networking events • Chambers of Commerce • Talent exchange/databases throughout the market • Philanthropic events with community organizations • Local publications (e.g., newspapers, magazines, flyers – online or hard copy) • Client company lay-off and reduction-in-force partnership events While Randstad is on the forefront of recruiting innovation and disruptive technology, we see these channels as supporting our larger objective to more fully engage and understand candidate capabilities and qualities that determine "fit." Some of the specific local resources we utilize in the [__LOCATION] market include: [__If local, use this section, if not, delete] • ___[Name of local source] • ___[Name of local source] commitment to a diverse candidate pool Our primary focus is recruiting for success, which includes being cognizant of and responsive to the level of diversity many clients seek to achieve in their workforce. We provide governance, compliance intelligence, and diversity recruitment strategy to support compliance related to talent acquisition. We work with our clients to develop appropriate diversity KPIs to ensure we provide the appropriate diverse slate to hiring managers for each requisition to support your overall internal goals. For example, many of our clients have a strong focus on veteran hiring. We understand that veterans are well-trained, disciplined, and organized. Candidates with a military background have a history of being some of our highest-performing talent, highly skilled in a variety of skill sets. Randstad has been designated as both a Military Friendly® Employer and a Military Spouse Friendly Employer®; credentials earned through rigorous third-party assessment of our performance in veteran and military spouse recruiting, hiring, advancement and retention, as well as policies compliance. centralized recruiting teams Randstad Central Delivery (RCD) augments our field office efforts in sourcing qualified candidates. By using the resources available through this centralized group, we are able to significantly enhance our ability to ramp up temporary staff for our clients' peak demands by providing high-quality candidates within designated timeframes. RCD operations feature teams of recruiters specialized by skill discipline, whose primary focus is to build pipelines of talent in client- specific skill sets. The RCD will collaborate with each local account team to determine the appropriate level of support.
8	How do you schedule engagements?	Typically, an engagement of this size is fully implemented within six to eight weeks, based on worker volume and site-specific factors. However, we are able to begin fulfilling new requisitions for talent immediately upon award of contract. We have a pipeline of available workers ready to start as soon as needed.
9	Do you have an electronic system for scheduling? If yes, please describe.	Randstad looks for opportunities to automate routine tasks where the human element doesn't add incremental value. One example is interview scheduling: This type of automation enables our employees to spend more quality time engaging with and serving talent and clients. We aim to personally connect with our stakeholders, especially when there is added value to such interactions; otherwise, intelligent automation can be leveraged to perform routine functions. We also seek to address traditional pain points within stakeholder experience, such as the application process. For instance, we know that many people apply to jobs outside of business hours, when our recruiters aren't in the office. To address this, we have used several technology-enabled solutions to provide an interactive applicant experience, accessible 24/7, to more quickly connect qualified applicants with our recruiters. As of September 2021, Randstad's own chatbot has conducted nearly 1.4 million conversations with applicants, has scheduled more than 480,000 interviews, and has facilitated more than 135,000 hires in just one year. At this significant scale, it's worth noting that the average talent satisfaction rating of the chat experience has been 4.6 out of 5, representing a nearly 20% improvement over the legacy process. Furthermore, 76% of all interviews scheduled by the chatbot occur within 72 hours of a completed job application, with 22% scheduled the very same day of the application — effectively accelerating the connection of job seekers with job opportunities. Perhaps most interestingly, people who are hired after using the chatbot-powered application process work an average of 22% longer on assignments than people who don't. Randstad is committed to the ethical and responsible use of AI. We have been cautious and prudent with its application to ensure it serves the best interests of our stakeholders and mitigates possible pitfalls associated with the technology. To that end, we have developed our own AI principles, which include: "human forward," (that is, using AI to benefit society as a whole), human oversight, transparency and explainability, fairness and inclusivity by design, privacy and security, and, of course, accountability. These principles guide us in the fair use of AI in support of our customers.
10	What processes do you use to ensure seamless service by subcontractors to NYS?	Randstad's systems and process flows enforce the specific legal, contractual, financial, and operational requirements of each program we deliver. Each client's unique data, workflows, and requirements are coded in our systems and documented in a repository accessible to all personnel authorized to work on your account. Such attributes include • Requisition fulfillment (timeliness and process) • Requisition fulfillment (timeliness and process) • Candidate screening rules, selection criteria, and presentation process • Background checks and substance screenings (pre-hire/employment contingency) • Pre-assignment administration and on-boarding • Time reporting, billing, and remittance systems and processes • Service levels and guarantees • Reports and services documentation • Fees, discounts, and schedules. We can readily accommodate Client cost accounting and remittance preferences, with configuration variables including billing frequency, invoice format/delivery method, cost center breakdowns(s), invoice breaks/consolidations, Purchase Order (PO) matching, payment terms, remittance methods, and more. Randstad performs routine audits of its field operations to validate efficacy of operations and accuracy of reported data (especially financial data), as well as compliance with legal/statutory requirements, related corporate policies and guidelines, and specific client contractual obligations. Such audits also extend to suppliers with whom we subcontract to ensure compliance with their contractual commitments including, but not limited to, flexible talent employment and administration, time-keeping, and payroll/billing integrity. We can readily accommodate Client requests to examine pertinent records and artifacts of our program delivery.
11	How do you maintain and track unallowed and preferred candidate lists for your clients?	Randstad creates preferred candidate lists in our candidate tracking system so that all internal staff can see which talent have been pre-screened for NYC. We track unallowed talent through our talent management software through detail notes and candidate status such as "terminated" with specific end codes.
12	What is your escalation and resolution policy (in case an issue or emergency arises)?	Our quality process is designed to identify performance challenges before they impact New York's business. Unsatisfactory performance is immediately and personally addressed by the local account team. Randstad is committed to converting any challenge into an opportunity through counseling, training or, if necessary, talent replacement. Should a talent challenge arise (e.g., unsatisfactory performance, failure to attend work, interpersonal conflict, etc.), the local account team will collaborate with New York representatives to fully understand and resolve the challenge. This includes a one-on-one meeting with the talent (and New York representative, if appropriate) to: · Identify the challenge · Facilitate a talent discussion · Ask questions · Identify options · Agree on a solution · Set a timeline for remediation · Follow up with New York to ensure satisfaction · Ensure ongoing client communication and New York's satisfaction with resolution Talent replacement procedures. Most administrative, call center, and industrial positions can be replaced within 24 hours. Professional and technical positions may require additional lead time. Should it be necessary, Randstad will employ our multi-channel recruiting resources to promptly identify and submit qualified replacement candidates. Further, we will arrange for adequate knowledge transfer as necessary. Additionally, we will work with New York to determine an equitable on-boarding period for new hires and then confirm that New York is satisfied with the replacement.
		off-boarding talent. Below are sample off-boarding recommendations designed to ensure compliance and communication, which will be customized to New York's requirements: · Validate at least 30 days before end of assignment that the talent's assignment will be completed · If assignment is not going to be completed, start extension procedure · If assignment is ending, validate if Manager would rehire the talent in the future · If talent can be rehired, research other opportunities available at New York · One week before end of assignment, reconfirm with hiring manager that assignment will be completed · On last day of assignment, ensure all access to systems and buildings has been terminated · Ensure all equipment has been returned to New York · Within two business days of assignment completion, ensure all billable time has been entered and submitted for approval · Within four business days, ensure all timecards have been approved by hiring manager Exit interview. The exit interview process is one of the most crucial steps in evaluating our performance. During the off-boarding process, ratings with regard to Randstad's communication, professionalism, challenge resolution and proactive contract management (contract extension, new assignment) are all solicited from the talent. Additionally, upon completion of every assignment, Randstad solicits client feedback via an electronic evaluation form sent directly to the hiring manager. We request feedback on both the talent's performance (technical capabilities, professionalism, quality of work and reliability) and Randstad's service, in an effort to increase overall client satisfaction and to determine eligibility for rehire. Service guarantee. [USE ONLY IF ASKED FOR, OTHERWISE DELETE] Randstad offers a ___-hour money-back guarantee should any New York Office Professional or Light Industrial position needs to be refilled.

#	Question	Response
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.	Our quality process is designed to identify performance challenges before they impact New York's business. Unsatisfactory performance is immediately and personally addressed by the local account team. Randstad is committed to converting any challenge into an opportunity through counseling, training or, if necessary, talent replacement. Should a talent challenge arise (e.g., unsatisfactory performance, failure to attend work, interpersonal conflict, etc.), the local account team will collaborate with New York representatives to fully understand and resolve the challenge. This includes a one-on-one meeting with the talent (and New York representative, if appropriate) to: • Identify the challenge • Facilitate a talent discussion • Ask questions • Identify options • Agree on a solution • Set a timeline for remediation • Follow up with New York to ensure satisfaction • Ensure ongoing client communication and New York's satisfaction with resolution ## talent replacement procedures. Most administrative, call center, and industrial positions can be replaced within 24 hours. Professional and technical positions may require additional lead time. Should it be necessary, Randstad will employ our multi-channel recruiting resources to promptly identify and submit qualified replacement candidates. Further, we will arrange for adequate knowledge transfer as necessary. Additionally, we will work with New York to determine an equitable on-boarding period for new hires and then confirm that New York is satisfied with the replacement.
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.	expectations and benchmark a matrix of critical Key Performance Indicators (KPIs). This benchmark will serve as our starting point to develop specific commitments. We will then monitor our performance via custom reporting formats and review the metrics to ensure we continue to meet the defined parameters. We evaluate our service and the quality of our talent on assignment via routine communication, periodic satisfaction surveys, regular talent performance reviews, and exit interviews. Following is an overview of the processes that are used to measure and track our performance: • Routine communication with hiring managers • Key performance statistics management • Regular talent performance evaluations • Continuous improvement initiatives (Quarterly Business Reviews) • Regular monitoring of New York service level commitments ## Continuous communication. Randstad's basic client communication and feedback program includes the following steps: • **Arrival check, end of day check, and end of first week check:** We ask questions such as: How does our talent compare to others who have worked in this position? Are there any challenges that need to be addressed before next week? Has our talent met your expectations (completed tasks in a specified timeframe, achieving desired results, meeting productivity goals, etc.)? • **Assignment and skills development feedback calls:** These calls are made prior to corresponding follow-up calls to our talent. We will contact the hiring manager every two weeks to determine level of ongoing satisfaction with our talent and any needs for skills development or coaching. • **Quality surveys:** Our surveys derive quantitative and qualitative data that can be used to implement process improvements and ensure account team alignment with your business goals and priorities. In the event of talent performance challenges, we will work with New York to ensure our talent meet your requirements. We conduct client satisfaction surveys bi-annually, and analyses of all survey results are included in our Quarterly Business Reviews (QBRs). • **Performance evaluations:** Our account team meets with our talent and your hiring manager(s) to assess work performance, job satisfaction, identify any areas of improvement, and establish future goals. Further, we provide both the talent and hiring managers with a performance scorecard to ensure we are meeting expectations. • **Assignment extension checks:** We will contact your hiring managers at least one week prior to the estimated assignment end date to determine extension possibilities or gauge opportunities elsewhere at New York. • **End of assignment surveys:** As part of our continuous improvement initiative, we will solicit the feedback of your hiring managers upon the completion of the assignment. This process serves to assess the performance of both our talent and our service delivery. • **Exit interviews:** The exit interview process is one of the most crucial steps in evaluating our performance. During the off-boarding process, we solicit ratings with regard to our communication, professionalism, challenge resolution, and proactive contract management via an electronic evaluation form sent directly to the hiring manager.
		off-boarding talent. Below are sample off-boarding recommendations designed to ensure compliance and communication, which will be customized to New York's requirements: • Validate at least 30 days before end of assignment that the talent's assignment will be completed • If assignment is not going to be completed, start extension procedure • If assignment is ending, validate if Manager would rehire the talent in the future • If talent can be rehired, research other opportunities available at New York • One week before end of assignment, reconfirm with hiring manager that assignment will be completed • On last day of assignment, ensure all access to systems and buildings has been terminated • Ensure all equipment has been returned to New York • Within two business days of assignment completion, ensure all billable time has been entered and submitted for approval • Within four business days, ensure all timecards have been approved by hiring manager exit interview. The exit interview process is one of the most crucial steps in evaluating our performance. During the off-boarding process, ratings with regard to Randstad's communication, professionalism, challenge resolution and proactive contract management (contract extension, new assignment) are all solicited from the talent. Additionally, upon completion of every assignment, Randstad solicits client feedback via an electronic evaluation form sent directly to the hiring manager. We request feedback on both the talent's performance (technical capabilities, professionalism, quality of work and reliability) and Randstad's service, in an effort to increase overall client satisfaction and to determine eligibility for rehire.
15	Does your firm check websites such as Department of Health, Office of Professional Medical Conduct, etc. for licensure and/or accreditation information when hiring/providing candidates for Health Occupations? If yes, please provide the website address(es) you check. If no, please describe how you validate credentials for these professions.	Yes, we utlize Department of Health, Office of Professional Medical Conduct, and contacting licensing insistutions to validate.
16	What is your current fill ratio?	Randstad's time-to-fill varies across clients, program configurations, skill sets/job requirements, and markets. Timeliness is further influenced by pre- or post-screening processes outside of Randstad's control, such as clients' candidate acceptance/approval protocols, as well as background and drug screening result confirmations. As one of the largest talent providers in the US, Randstad can typically submit a qualified candidate within one business day of order receipt (for general skills). Total time to fill an order with an on-boarded candidate reporting for client assignment is outlined below by skill category: • Office & Administrative: 2 to 4 days • Call Center: 2 to 4 days • Manufacturing & Logistics: 1 to 3 days • Professionals: 3 to 5 days
17	What is your current turnover rate for your temporary workers?	We have defined turnover ("negative turnover") as a temporary employee leaving an initial assignment prior to scheduled completion date due to voluntary resignation or performance deficiency in defined job responsibilities. Randstad's external employee turnover varies by discipline and for the past three years has averaged the following – Office & Administrative: 6%; Light Industrial: 9%; Professional: 9% ; Technical: 13%.
18	What type of programs do you have to limit absenteeism and turnover?	Yes. To ensure Randstad consistently exceeds client expectations in the area of absenteeism, Randstad conducts the following due diligence: • Stringent screening process (as outlined within question XX) • Minimum of two references (e.g., checks for attendance and punctuality) • Thorough onboarding process (including attendance expectations) • Customized orientation process to ensure the talent fully understand the particulars of the assignment Randstad tracks KPIs around attendance and punctuality on an individual client basis and reports our performance against this metric during the quarterly business review process. Based on our reporting and client feedback, Randstad consistently meets/exceeds the agreed-upon service levels for this metric.
19	What is your current absenteeism rate for your temporary staff?	Randstad's current absenteeism rate is 3.1%, well below industry standard.
20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	We understand talent retention is not an action, but rather, a result of the level and quality of our engagement. This begins with making the right match, ensuring each assignment offers our talent the ability to achieve their employment objectives and desires. This includes equitable compensation for the work they perform, a comprehensive benefits package, and personal attention throughout the interview, selection, on-boarding, and through the life of the assignment. We also demonstrate the significance of their work and the results of their contribution by routinely offering candid feedback on their performance. Our local account teams foster a feeling of confidence and security with our talent. We achieve this by offering repeat assignments to top performers, along with access to career counseling, coaching, and skills enhancement programs. ## Managing a talent portfolio. Our local account teams work closely with our talent to build a portfolio of skills, abilities, and career interests. In fact, our staff is evaluated on their ability to grow and keep their talent portfolio working. We maintain frequent contact with our talent, providing skill enhancement avenues, meaningful career opportunities, and coaching and counseling. As a result, New York will experience increased retention rates and the best possible match of talent to your needs.

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).	Randstad maintains and ongoing program of compliance verification that includes response to client inquiries, as well as due diligence/proactive compliance monitoring of contractual obligations of Randstad and third parties involved in delivery of services. *client-initiated compliance audits* We facilitate client initiated audits of Randstad's adherence to contractually agreed upon screening and on-boarding requirements. We primarily support Strategic and National Accounts, but will provide guidance for any account being audited. The process of facilitating a client screening/compliance review/audit entails collection and detailed review of the documents and/or reports that are requested by the client or client representative. Missing, incomplete or otherwise non-compliant documents or results are reported for each talent reviewed. *client-initiated billing audits* We facilitate client initiated audit of Randstad's compliance with agreed upon contractual bill rates and mark-ups. The process of facilitating these requests entails collection and coordination of documents and reports requested for the audits and verification of the client or third party audit results. We support billing audits for all clients. *affiliate supplier/third party vendor compliance audits* We audit affiliate suppliers (AVs) that staff our Strategic and National Accounts clients for compliance to agreed-upon screening and on-boarding requirements, bill rates and/or mark-up percentages. *post-hire audits* We proactively audit a select group of client talent post placement to ensure that all screening and on-boarding requirements are met. The group of client audited for post placement is determined based on risk or as a mitigating procedure to maintain a client relationship. *recurring billing audits* We proactively audit a select number of clients for adherence to contractually agreed upon bill rates and/or mark-up percentages.
		▪ Recognition and appreciation programs (e.g., Talent of the Month) ▪ Exclusive discounts and programs with dozens of nationwide vendors ▪ Commuter benefits (select markets only) ▪ Learning benefits (access to virtual and online training courses) ▪ Referral bonus programs ▪ Direct deposit, pay card, and PayMyWay programs Randstad has mechanisms in place to comply with all legislative requirements, inclusive of sick leave laws in various jurisdictions. Talent are eligible for health benefits after 45 days, all others are provided upon registration and may vary depending on skill set and classification. Please note that additional benefits (such as holiday pay or PTO) can be implemented as part of our program and billed to New York at the appropriate rates.
		recognition and appreciation programs. As a critical component of our service delivery model, we have designed several initiatives focused on motivating, incentivizing, and rewarding talent. Our local account teams recognize talent who meet/exceed expectations on several aspects of their assignment such as attendance, productivity, tenure on assignment, observance of safe work practices, and more. We will collaborate with New York to establish talent performance-based incentive plans within your facility. Our approach includes, but is not limited to: ▪ Pay rate management: In any successful employment relationship, paying fair market wages is critical. We continually benchmark pay rates through multiple sources to remain current and competitive in establishing wages appropriate for the assignment. We also perform ad hoc pay rate reviews in response to market developments that fundamentally alter supply or demand in a particular area. ▪ Employee events: We engage our talent in a variety of events as appropriate to each client's program design, location, and scale. This may include Town Hall meetings, newsletters, employee contests, seasonal activities, performance celebrations, and more. ▪ Performance recognition: In collaboration with our clients, we recognize assignment contributions, productivity, accomplishments, and employment milestones with formal communication (Talent of the Month), rewards (gift cards, appreciation lunches), or discretionary bonuses. For longer-term assignments, we also conduct formal performance reviews to identify areas of both success and growth opportunity. ▪ Surveys and workforce research: Our talent receive periodic surveys through which they grade our performance as employer in several dimensions. We use these data, along with thought leadership research we sponsor or support, to develop and refine our engagement programs and policies to most effectively attract and retain our talent. ▪ Training and professional development: We offer free internal training and discounts for third-party instructor-led training and online courses. We also work with our clients to identify cross-training and career development opportunities to help our talent build their skills and value. ▪ Relationship continuity: We strive to develop longstanding relationships with our talent, presenting mutually beneficial, fulfilling opportunities and advancement commensurate with their experience and career goals. As part of our commitment to the talent we represent, we seek to identify appropriate follow-on assignments whenever feasible.
22	What are your recruitment policies?	Your talent supplier should do more than place available candidates – they should deliver employment solutions. That is why a principal element of Randstad's value proposition is our proactive approach to understanding your tactical and strategic operational objectives. With this understanding, we apply expert workforce insights, labor market knowledge, and enterprise capabilities to engage, cultivate, and secure the right talent for you. strategic workforce planning. *requirements capture* In this initial phase, we will partner with your hiring managers to examine your current-state workforce and projections for your future needs. We will couple this information with our knowledge of the local labor market and forthcoming trends to complete a gap analysis and create a New York-specific, workforce needs projection. This needs analysis, along with relevant information regarding your organization, constructs the foundation upon which we build our recruitment strategy. Rather than simply collecting a "laundry list" of requirements for talent, we gain detailed knowledge to construct comprehensive, best-match technical and soft skills criteria which our local team can apply to proactively search for across all channels. The result is a match not only with skills and experience, but also other critical elements such as fit with managerial style and corporate culture. *market assessment* Using proprietary data and third-party tools, we assess availability and demand for the skills you require: key employers competing for talent, prevailing wages, workforce trends, demographics, and more. Such resources include, but are not limited to: ▪ **Randstad employee database:** 100,000+ assignment records covering 1,000+ US markets ▪ **Randstad salary guides:** Skill-specific salary ranges by state, aggregate employer data ▪ **Randstad jobs reports:** Monthly labor statistics and Employee Confidence Index trending ▪ **Burning Glass:** 5 billion labor supply and demand data points covering 2,000 markets ▪ **PayScale:** 54 million salary survey profiles ▪ **LinkedIn Recruiter:** 690 million+ profiles ▪ **Monster Worldwide:** 430 million+ candidate records We also identify the best sources of talent, determining the most appropriate avenues and tactics to attract the best candidates, and then project recruiting "yields" from each source so we apply the correct resources and bandwidth to meet your talent objectives. *capacity planning and monitoring* Whether you need just a few resources or hundreds, Randstad has the capacity to execute at the scale and tempo to meet your workforce objectives. Our recruiting plans to meet specific enterprise or project objectives will outline strategies, schedules, recruiter/team assignments, and expected yields for sourcing, screening, and placement. We track activities and results against the plan daily, refining as necessary to ensure we attain talent delivery goals.
		recruitment strategy – leveraging "tech & touch." We live in a post-digital age, an era of constant technological change, which is rapidly transforming the way we live, work, and relate to one another. Technology has become an everyday component in our lives; it is the invisible engine that powers the world around us. In a 24/7 economy, clients have different needs. The way companies work is changing, and this influences the skills and their workforce requirements. As disruption is rapidly occurring within the talent acquisition sector, the ability to continually and nimbly innovate has become increasingly important to yield successful results. As a leader in talent delivery, we see this as a tremendous opportunity. Proactively, Randstad is investing heavily in new technologies, making a giant leap forward into the world of technology. We are gaining external knowledge and expertise through acquisitions and the Randstad Innovation Fund (RIF)*, and innovating through our Digital Factory. It will enable us to shape our new role and ensure our leading position in an industry becoming predominantly digital and data-driven. Through the RIF, we have evaluated hundreds of tech start-ups as part of our strategy to cultivate, collaborate with, and invest in the most promising emerging HR tools: analytics, artificial intelligence, digital UI/UX platforms, and more. We are rapidly evolving – organizationally and technologically – to integrate superior digital HR capabilities with the "human touch" of our professional workforce experts. This forward strategy will continue to provide unbeatable service and value to our clients and the talent we represent. *Randstad Innovation Fund (RIF). The RIF is a strategic corporate venture fund that invests in promising HR technologies in order to be at the forefront of game-changing technology and build expertise. Over the years, RIF has proactively tracked more than 2,500 early- to expansion-stage HR technology players and emerging technologies. We invest in HR technology that allows us to make better use of our data and to streamline the candidate journey for both companies and candidates. Through RIF, we also bring the innovators to Randstad, enabling them to work and learn together. In collaboration, RIF develops best practices and advises local Randstad organizations on how to best integrate new technologies. By taking minority participations in these companies, with a focus on online platforms, big data analytics, machine learning, and sourcing, screening, and selection tools, we are able to complement our own offerings and fuel innovation, supporting our ambition to serve as a thought leader in our field. Our investments, which result in close partnerships with the companies involved, give us unique access to innovative technologies and a better understanding of key drivers. At the same time, the companies in our RIF portfolio benefit from having access to Randstad's extensive network. strategic acquisition – Monster.com

Our acquisition of Monster in 2016 was part of our collective global efforts – through the RIF and our internal Digital Factory - to embrace and drive digital innovation and disruption within our industry. While Monster's product portfolio and data continues to be available to all companies (even our competitors), what makes our relationship unique is how we integrate services – combining the technology and tools that Monster provides with our high-touch "human forward" recruiting approach.

Equipped with the tools and services Monster and Randstad provide, clients can better build and promote their brand, create more intimate and personalized experiences for candidates, and collaboratively attract and secure talent. Offerings include:
• Employer branding suite – Monster Social Brand Ads (US) and Social Brand Campaign (EU) offerings provide exposure and targeted messaging to potential candidates on platforms including Facebook and Instagram. These complement Randstad's Employer Brand research and related consulting services for clients to enhance their employer reputation and attractiveness.
• Monster Studios – An easy-to-use platform for recording, editing and publishing job openings via video that can provide a more informative, personal and authentic view of the roles to fill, the work environment, and how successful candidates will fit into your company and help contribute to its mission. With Randstad's coaching and collaboration, our clients can enjoy better quality candidates and higher fill rates.
• SearchMonster – Combining Monster's vast data and candidate pool with the latest precision search technology, SearchMonster enables us to find the exact talent our clients need, quickly and accurately. Plus, we can manage candidate communication (email and text) all from the same interface.
• Candidate tools – Monster's platform and apps for candidate postings, search, apply and communication help streamline job discovery, qualification, screening and employment experience for all parties, for both contingent and permanent hire opportunities.
mobile recruiting
Randstad's website is optimized for access from smartphones, tablets, or PCs, allowing us to connect with candidates on the platform of their preference.
Our accompanying "Randstad Jobs" app (for iOS and Android) provides customized job opportunity push notifications, job search, filter capabilities, and "apply now" functionality, so we can readily engage with today's workforce. By making this experience as seamless and "hassle-free" as possible, we reinforce positive perceptions of our firm and the opportunities we present.
Virtual interviewing
To efficiently and effectively meet our clients' requirements, we utilize a virtual event manager that streamlines the interviewing process through automated scheduling that applies to any live hiring event – from a one-on-one interview to events like job fairs – which can be held via video. This system accommodates a variety of hiring parameters so all departments and roles are taken into consideration.
social media

Randstad's recruiters use social media extensively to reach more candidates, therefore increasing the total talent pool available to us. Through platforms such as LinkedIn, Twitter, and Facebook, we engage passive candidates who may not be actively seeking employment, and whose resumes are not posted on traditional job boards. We utilize pay-per-click advertising where job seekers can go directly to our application screen, which provides speed and convenience in the process.
While this is common in our industry, Randstad's advantage is scale: our robust strategy includes building micro-communities within social networks that focus on key recruiting areas, such as hard-to-fill positions or diverse candidates, allowing us to target and market directly to these social media-based communities. We also utilize automation tools (e.g. Jobs2Web) to streamline job posting workflows to social media sites; increasing recruiter efficiency, posting accuracy, and process consistency, which offers the following key benefits:
• Improving recruiting efficiency
• Increasing posting consistency, ensuring correct jobs are being published to the targeted sites
• Allowing a streamlined workflow into the applicant tracking system
By engaging talent communities more proactively, we build relationships that reinforce our role as a trusted advocate supporting individuals' work lives, rather than merely a "transactional" broker. For example, we regularly post useful and pertinent career content, job tips, employment trends, and more – collectively building brand awareness, trust, and engagement.
As a byproduct of our integrated social media strategy, we not only build more comprehensive, vetted, candidate profiles, but also improve candidate responsiveness as we present client job opportunities best suited for their skills, experience, interests and work style preferences.
Relevate talent search
To fully capitalize on Randstad's national database of talent, we have implemented a strategy to locate "best fit" candidate matches as quickly as possible. Our automated search & match functionality yields a roster of talent who match the client-specific profile, thus increasing speed and efficiency by linking client requisitions with available talent. Our systems enable on-demand recruitment of active – and passive – talent, tailored to the unique needs of our clients. Further, it serves to distinguish Randstad from the competition by allowing us to recruit for virtually every job order we receive, rather than relying solely on electronic job boards and subscription databases. Using Relevate talent search, our teams enter a keyword based on the New York-specific job profile, and instantly receive a list of local candidates who have worked with us before. Relevate talent search quickly scans our internal database of job histories, current assignments, and resumes for qualified talent with immediate availability, assignments ending, or past successful assignments. We can search on keywords such as:
• Technologies
• Skills
• Assessments

• Background check and drug screen results
• Experience with New York or similar companies
Search criteria also include zip codes, enabling our team to instantly search the databases of all Randstad operations within a defined territory. With Relevate talent search, we will be able to meet New York's needs by quickly identifying qualified candidates from our large pool of past and current employees.
referral bonus program
Earning top satisfaction scores in national surveys, our talent are among our greatest promoters; especially connecting with "passive candidates" who may not be actively seeking other employment opportunities. In fact, many of our best performing talent are the result of recommendations from our existing talent base. Therefore, we encourage this activity, recognizing that personal networks enable us to tap an abundant source of high-performing talent. We have recently made this process even easier by adding a "one-click" referral option to our website. Additionally, our talent are rewarded with a gift card for referring candidates to us who qualify and are placed on a client assignment.
community outreach and local networking
Randstad is committed to being an outstanding corporate citizen and our pledge of corporate social responsibility is preserved in our company's Core Values – this involvement with our community not only contributes to worthy organizations, but also serves as a highly productive way to reach talent. Our local account teams focus on enhancing Randstad's visibility in order to engage talent who may be unreachable through other methods. Through volunteering, seminars, participation in job fairs and other employment events, and other coordinated activities with the community, Randstad makes itself known to candidates through:
• Colleges, universities, and technical/trade schools
• Community and networking events

• Open houses
• Job fairs and trade shows
• State, county, city employment services
• Community and professional organizations
• Digital billboards
• Business publications
• Networking events/industry-specific networking events
• Chambers of Commerce
• Talent exchange/databases throughout the market
• Philanthropic events with community organizations
• Local publications (e.g., newspapers, magazines, flyers – online or hard copy)
• Client company lay-off and reduction-in-force partnership events
While Randstad is on the forefront of recruiting innovation and disruptive technology, we see these channels as supporting our larger objective to more fully engage and understand candidate capabilities and qualities that determine "fit."
Some of the specific local resources we utilize in the [__LOCATION] market include: [__If local, use this section, if not, delete]
• __[Name of local source]
• __[Name of local source]
commitment to a diverse candidate pool
Our primary focus is recruiting for success, which includes being cognizant of and responsive to the level of diversity many clients seek to achieve in their workforce. We provide governance, compliance intelligence, and diversity recruitment strategy to support compliance related to talent acquisition. We work with our clients to develop appropriate diversity KPIs to ensure we provide the appropriate diverse slate to hiring managers for each requisition to support your overall internal goals. For example, many of our clients have a strong focus on veteran hiring. We understand that veterans are well-trained, disciplined, and organized. Candidates with a military background have a history of being some of our highest-performing talent, highly skilled in a variety of skill sets. Randstad has been designated as both a Military Friendly® Employer and a Military Spouse Friendly Employer®; credentials earned through rigorous third-party assessment of our performance in veteran and military spouse recruiting, hiring, advancement and retention, as well as policies compliance.
centralized recruiting teams
Randstad Central Delivery (RCD) augments our field office efforts in sourcing qualified candidates. By using the resources available through this centralized group, we are able to significantly enhance our ability to ramp up temporary staff for our clients' peak demands by providing high-quality candidates within designated timeframes. RCD operations feature teams of recruiters specialized by skill discipline, whose primary focus is to build pipelines of talent in client-specific skill sets. The RCD will collaborate with each local account team to determine the appropriate level of support.

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.	Randstad has dedicated teams in each geographic location to ensure effective recruiting strategies. We maintain consistent talent pipelines, which are focused on specific in demand job titles. This enables us to be prepared to fulfill clients needs quickly. We also have a streamlined electronic onboarding process that allows us to easily onboard new and transitioned talent quickly and compliantly.