ATTACHMENT 5 - BIDDER INFORMATION QUESTIONNAIRE
Solicitation Specific Questions

Bidder Name:	Talent4Health, LLC

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.	T4H's reputation is built on our ability to consistently identify and deliver qualified healthcare candidates to our clients. When suitable healthcare candidates have been identified, they undergo a rigorous screening process. This is a key step in evaluating the candidate's technical abilities and business acumen, as well as his or her professionalism and interpersonal skills. T4H will collaborate with the OGS to create a thorough screening process that meets your requirements. Following, we have outlined aspects of the screening process that will be customized for the OGS. Review of work history: A careful assessment of prior work history provides a better understanding of experience, qualifications, and potential fit to a new position. We use our knowledge, experience, and insight to spot true compatibility between healthcare candidates and our clients, ensuring our talent can adapt quickly, produce results, and make a positive impact. Our goal is to understand quality as it is defined by our clients and capabilities as they are embodied by healthcare candidates. Credential/education verification: T4H will conduct education and credential verification checks if applicable to the specific position. Pre-qualification/phone interview: Pre-screening of communication, technical and interpersonal skills, as well as work history. Screening: Secondary screening of technical, communication and interpersonal skills, along with background, credit, location preferences, job history, education, etc. During our interaction with the candidate, we will ask comprehensive questions so that we place the candidate in the job best suited to his or her background. Soft skills interview – Interpersonal skills, communication skills, location, environment and business sector preferences, and personality profiling. Behavioural event interview – Designed to elicit open-ended responses based on prior employment history In-person interview Testing/Evaluation: In this phase, potential resources will be further evaluated and also tested on technical expertise. In addition to in-depth technical skills evaluation and relevant business domain skills evaluation, healthcare candidates will also be subject to Behavioural Interviews for skills like leadership qualities, ability to work in a team, etc. Skill metrics will be applied to narrow down the list to a select few of the best-matched profiles. This step also includes preliminary verification of degrees, licenses, educational credentials, certifications, and employment eligibility status. Skills assessments: T4H professionally developed and validated tests measure not only a candidate's skill proficiency, but also aptitude and motivation.
2	What are your testing, training and orientation programs for temporary workers?	T4H has candidate Assessment centre designed to measure many different types of job-related skills and abilities, but are often used to assess interpersonal skills, communication skills, planning and organizing, and analytical skills. The assessment centre (ProveIt) typically consists of exercises that reflect job content and types of problems faced on the job. The assessment centre typically uses multiple rater who are trained to observe, classify, and evaluate behaviours. At the end of the assessment centre, the evaluators meet to make overall judgments about people's performance in the centre. Below given are few of the test that we follow: • Evaluate typing/ keyboard and ten key proficiency: Online typing test involving Word processing, database, and spreadsheet software (checking speed and accuracy). • Skill Check: Conduct detailed interviews, check effective communication, creativity, analytical thinking, and problem-solving capability over a multitude of the performance areas to see if they fit. • Check ability to operate office equipment and filling methods: Evaluate proficiency to operate standard office equipment, accounting, data entry and customer services skills by discussing prior job scenarios (in case position required this screening). • Evaluate command on software programs such as Word, Excel, PowerPoint, etc.: General computer knowledge test by our trained recruiters along with Online typing test involving Word processing, database, and spreadsheet software (checking speed and accuracy). • Check ability to perform arithmetic computations: Online arithmetic computations test involving numerical aptitude, curricula restricting calculator, digits and arithmetical operations. • Evaluate General Clerical Aptitude and accounting knowledge: General intelligence and clerical aptitude test involving multiple choice questions includes basics of general clerical duties, accounting, numerical aptitude, general English and general knowledge questions. Testing Panel also focus on following testing as given below: • Experience Test: In this testing phase, Testing Panel discuss candidates' past experiences—accomplishments and challenges alike—to discover skills that will enable them to thrive at client project. In this phase Technical Panel identify most important past experiences in a detailed way, focusing on candidate's specific role and key actions that can critical to success. • Case Test: T4H believes that the best way to assess candidate problem-solving skills is to discuss a real Client's business problem with candidate, this case interview help us to understand that how a candidate can: • Structure a tough, often ambiguous, business problem • Decide which issues are important to focus on • Deal with facts and data—and their implications (numerical and otherwise) • Formulate conclusions and recommendations to solve the problem • Articulate your thoughts during a fast-moving discussion • Problem-solving Test: As a complement to our case interview, we ask candidate to take a multiple-choice test to demonstrate their analytical skills. It consists of questions, based on real client cases, with no business background required. This testing phase narrow the broad list of healthcare candidates and only select the qualified candidates and share the report of short listed candidates to the Recruitment Team and Account Manager for further process that include Past employment and Education/Certification verification and background checks and share the status with clients according to their requirements.

		Training: T4H offers ongoing trainings for our resources. These trainings include classroom based and online trainings for career development and enhancement. All our employees/resources on assignment are eligible for unlimited trainings. While we don't establish per person goals for training budget, but we do spend considerable amount on trainings. The trainings include technical and professional courses related to the healthcare industry that enhance the healthcare candidates technical and business skills. The trainings are offered both online and, in a classroom, setting. We have trainings for all advanced technologies and have partnered with various third-party online trainings which our healthcare candidates can avail at no cost and learn at their own time, place and convenience. We provide the following training options available to our resources during the engagement. 1. On-the-job training 2. Soft skills training programs 3. Technical skills enhancement training programs on standards and versions. 4.Conduct boot camps in T4H approved Universities—an in-house training center—to bring our healthcare Professionals up to speed with the latest technologies T4H has an online learning platform 5. Through our partnerships (Microsoft, Oracle, Amazon, etc.), we offer specific tool training 6. We conduct Technical Management Exchanges (virtually) during lunch hours so that our staff can interact with other technical and management team on best practices and lessons learned from other engagements 7.We periodically hold weekend courses at T4H on various subjects. Post completion of the engagement, we meet with the employees for feedback and discuss their experience and what they learned from the engagement. We understand from them how well targets were met, approval of project deliverables and documentation of any further development ideas and unresolved issues.
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.)?	T4H uses HireRight, Verifications and Go Background to perform application and background verification on temporary staff before beginning of their employment. They are screened using efficient and detailed employee hiring verification services, which ensures that the process is prompt, accurate, reliable, cost effective, and provides the information needed to verify qualifications and background information. This information is retained to verify the references, credit rating, experience and criminal history, which will inform the managerial team of the candidate's honesty, skills, education; thus, allowing us to submit a candidate that is ideal for the position. Background checks also allow us to obtain pertinent information about an employee that might otherwise not be revealed. Verification of Education and Credentials - T4H uses HireRight, Verifications and Go Background to perform application and background verification on selected healthcare candidates. Through this screening, we are also able to verify a candidate's education and credentials. Verification that individuals are eligible for employment in the United States - All I-9 forms will be extensively reviewed and verified by our Account Managers prior to on-boarding the candidate. We use E-Verify (Employee Eligibility Verification program), which is an Internet-based system that allows businesses to determine the eligibility of their employees to work in the United States. Background Checks and Credit Record Checks - T4H uses HireRight, Verifications and Go Background to perform application and background verification on selected healthcare candidates. They are screened using efficient and detailed employee hiring verification services, which ensures that the process is prompt, accurate, reliable, cost effective, and provides the information needed to verify qualifications and background information. This information is retained to verify the references, credit rating, experience and criminal history, which will inform the managerial team of the candidate's honesty, skills, education; thus, allowing us to submit a candidate that is ideal for the position. Background checks also allow us to obtain pertinent information about an employee that might otherwise not be revealed. I-9 verification process - All I-9 forms will be extensively reviewed and verified by our Account Managers prior to on-boarding the candidate. We use E-Verify (Employee Eligibility Verification program), which is an Internet-based system that allows businesses to determine the eligibility of their employees to work in the United States. Fingerprinting - Fingerprinting is performed when deemed necessary or required by the client. Not all clients request a fingerprinting record, but for those that do require fingerprinting, we execute the test through a reliable and official source that will send the results directly to our clients for review. When the testing is completed and approved, the T4H team will notify the candidate of the start date and any other additional instructions provided by the hiring manager. We will supply the candidate of with contact information for the T4H Account Manager and Payroll Specialist
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?	T4H takes a proactive approach to ensuring that the performance of healthcare candidates meet and exceed OGS requirements and expectations. Our proactive approach consists of the following: 1. T4H Account Manager will make an arrival time telephone call to the OGS Authorized Representative who placed the request to the contract within 30 minutes of the candidate's scheduled arrival time. He also will make a quality control call to the OGS Authorized Representative who placed the request on the first day of each new assignment to confirm that the T4H employee(s) is performing up to your expectations from the OGS location. 2. The Account Manager will continue to check weekly (or more frequently, if necessary) with OGS to ascertain the quality of the employee's performance. 3. After the assignment is complete, we will evaluate the overall quality of the associate's performance and productivity by distributing a performance evaluation form to the appropriate OGS personnel. T4H retains only those associates who meet or exceed our high-performance standards. Using our proactive approach, we will monitor all aspects of a consultant's performance, including, but not limited to: • Attendance • Punctuality • Proficiency in Required Skills • Ability to Adapt to the Work Environment • Ability to Follow Instructions • Ability to Solve Problems • Ability to follow established policies and procedures • Verbal Communication Skills • Written Communication Skills • Quality of Work • Productivity • Dress Attire • Ability to maintain effective working relationships By using the proactive approach on candidate performance, we will ensure that the T4H employees meet and exceed all of OGS task requirements. Poor workplace performance is handled through a process of progressive discipline. Employees are coached and counselled on their performance on a continual basis. Additional training or instruction is provided when appropriate. Failure to meet or exceed T4H standards results in the employee's termination for non-performance. This information is noted in T4H s internal tracking system (CONREP), which has a "no recall" function that is activated when necessary. T4H Account Manager is empowered to make judgment calls regarding employee performance, which allows us to replace an unsatisfactory employee immediately.

| 6 | Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe. | Yes, T4H has a quality assurance, Customer satisfaction Surveys, and performance measurement process in place. Details are illustrated below:
Quality Assurance Surveys:
T4H maintains its standards of excellence through a variety of quality assurance surveys, including:
1. Performance Surveys—The Client department and hiring managers will have the opportunity to gauge T4H on our performance with regard to our responsiveness on job orders, the selection of contractor personnel relevant to the assignment, and the levels of communication between the Client and T4H.
2. Service Reports—Results from various quality reviews will be compiled and presented to the OGS, which provides statistical information regarding job orders received versus job orders filled, job order replacement ratio, and average response time. The data will be reflected in informative graphs and charts that display satisfaction and performance levels, as well as other measured parameters. These reports can be provided weekly, monthly, or for any other time span that the OGS may desire.
3. Employee Assignment Satisfaction Surveys—Measure the satisfaction level of our currently working personnel at client work locations. This tool assists our Employee Monitoring Program that will allow proactive measurement activities to minimize turnovers and the overall quality of our placements.
4. Employee Exit Interview Surveys—Measure and probe the reasons behind assignment separations from the employee's perspective. This information is shared with customers to minimize the turnover and to create assignment longevity from our personnel.
Customer Satisfaction
Periodically, as allowed by our clients, we utilize a 360-degree survey and feedback program to gain and use information about contingent worker performance and customer satisfaction for continuous improvement.
We use the Customer Satisfaction Score (CSAT) metric to measure how satisfied or unsatisfied customers are, on average, with our product, services, or overall business. Usually asked on a scale of 1-3, 1-5, or 1-7, our customer satisfaction score is then calculated by adding up the sum of all scores and dividing the sum by the number of respondents.
Periodic ratings by the customers will be collected, collated and tracked. The rating parameters would include quality, timeliness, and responsiveness, adherence to budget and risk management.
T4H Consultant assigned Performance Evaluation Process
Our Account Manager will be engaged with healthcare Professionals on regular basis for their needs. The schedule meetings for respective healthcare Professionals with Account Manager defined as below. We follow below mentioned process to make sure that our client receives the requested services:
Performance meeting 1: After completion of 1 month of providing services, we schedule a performance meeting with the candidate and the client to evaluate the performance of candidate and we discuss multiple points which include but not limited to following:
• Challenges and successes
• Ideas for development/action plan
• Actions to be taken for upcoming goals
Goal meeting 1: We schedule a Goal meeting with the candidate and the client to evaluate "do we have achieved the targeted goal or are we going in right direction to achieve the goal?" after completion of 2 months of providing services.
Performance meeting 2: After completion of 3 months of providing services, we schedule a performance meeting with the candidate and the client to evaluate the performance of candidate & status of the targeted goals. We discuss multiple points which include but not limited to following:
• New challenges and successes
• Do we have achieved our targeted goal?
• New ideas for development/action plan
• Actions to be taken for upcoming goals
Day-to-day management of the staff will be the responsibility of our Account Manager and designated functional managers. T4H will provide dedicated Account Manager for the OGS Contract. Our Account Manager will be coordinating with the staff respective organizational chain of command for performance evaluations, performance issues and recognition, promotions, and disciplinary actions. This process will include Tracking Staff Performance and Quality Assurance Standards. Notifications and resolution of job performance problems will be done by Account Manager & higher OGS and decisions will be taken as per the situation. |
| 7 | What process do you follow to ensure the proposed resumes meet your client's request? | T4H's reputation is built on our ability to consistently identify and deliver qualified healthcare candidates to our clients. To find a suitable candidate, T4H has well defined resumes screening process. This is a key step in find the candidate's abilities and business acumen, as well as his or her professionalism and interpersonal skills. T4H will collaborate with OGS to create a thorough resume screening process that meets your requirements. Following, we have outlined aspects of the resume screening process that will be customized for OGS.
T4H 3-step guide to the candidate resume screening process:
The process of candidate screening, whether you have a few applicants to browse through or are skimming through mounds of résumés, must follow three basic steps – all depending on a deep understanding of the requirements of the role.

The primary check that is conducted (whether by the human eye or by artificial intelligence) involves a look at the qualifications, which may include work experience, academic background, skills, knowledge base, personality, behavior-indicative traits, and competencies.

Step 1: Ticking off the basic or must-have requirements:
These are mandatory fields that the candidate must qualify in – for example, having the legal allowance to work in the country where the role would be based or the need for basic coding skills in a website backend role.

T4H first evaluate the qualified healthcare candidates resumes, once the resume evaluation is completed by the recruitment team, they will start conducting initial resume pre-screening process. Initial pre-screening is the process of validating the applicant information provided by candidate. During this phase recruitment team tries to identity the qualified healthcare candidates through "Must Have" framework. Must Have framework is developed internally by T4H which focuses on validating the information that is Required, Desired and Essential for a successful placement.

Resume Organization
• Is the resume presented in professional manners?
• Is the information organized clearly and logically?
Dates of Employments
• Is the resume up to date?
• Does the personal currently have job or project?
• What is the length of each job or project held?
• Are there substantial gaps of the time between jobs?
Experience
• What is the nature of an overall length of candidates' projects?
• Are there any explanation of previous projects and associated responsibilities?
• Did the candidate have experience in healthcare industry, domain, tool and platform (if required any)?
• Did the candidate has use of all skills in previous/recent jobs that are requested by client?
• Is there any Considerable carrier shift to or from requested job profile?
Education and Certification
• Is the candidate has requested education or degree? |

		• Is the candidate has requested certification? • Is the candidate has requested license? Step 2: Scanning for preferred or good-to-have qualifications A careful assessment of prior work history provides a better understanding of experience, qualifications, and potential fit to a new position. We use our knowledge, experience, and insight to spot true compatibility between candidates and our clients, ensuring our talent can adapt quickly, produce results, and make a positive impact. Our goal is to understand quality resume as it is defined by our clients and capabilities as they are embodied by candidates. Step 3: Matching the holistic picture of the candidate to the role Under this step, T4H recruiters looks at the candidate as more than just a CV and tries to match a more holistic employee persona (with must-have and good-to-have qualifications) to the job description. This is where healthcare candidates are shortlisted to go onward to the interviewing and testing phase. T4H also make sure the qualified candidate meets the minimum requirements of the client project which includes: Credential/education verification: T4H will conduct education and credential verification checks if applicable to the specific position. Skills assessments: T4H professionally developed and validated tests not only measure a candidate's skill proficiency, but also aptitude and motivation. References Check: Each candidate provides a minimum of two professional references. We use this information to better understand the individual's experience, skill level and work ethic, so that we place the candidate in the job best suited to his or her background. A thorough reference check allows us to assess: • Nature of association with candidate, including relationship and dates of employment • Technical responsibilities • Evaluation of technical performance • Communication/presentation/interpersonal skills • Reliability/punctuality/ability to meet deadlines • Reasons for leaving • Eligibility for rehire
8	How do you schedule engagements?	T4H's focus is on seamlessly integrating our talent into the OGS 's culture and equipping them with the information, guidance, and support to become independently productive as soon as possible. Once a candidate has been interviewed and selected by the OGS, the candidate begins the on- boarding and orientation process. T4H offers a number of manual and automated solutions to assist with onboarding that can be customized to each of your engagements. Onboarding procedures for all temporaries assigned to your locations will be coordinated by your single dedicated point of contact. The following is an overview of a typical orientation process which will be customized to meet your needs: • OGS summary information • Overview of OGS 's workplace policies • Assignment of work schedule • Software training if applicable (submitting timecards, etc.) • Security/badge access procedure review/assignment (if applicable) • Establish regular series of check-in calls • A review of wages and benefits • Contract flow downs • Completion/sign-off of all required documents Please note that all of our talents will be "ready" (according to the OGS's standards) to start their assignments upon completion of the orientation.
9	Do you have an electronic system for scheduling? If yes, please describe.	Yes, T4H has an electronic system for scheduling the steps of engagement. We utilize JobDiva as ATS (Applicant Tracking System), which assists us in scheduling the engagement by generating automated emails to specific stakeholders.
10	What processes do you use to ensure seamless service by subcontractors to NYS?	Work Effort Integration: The work of all subcontractors will be coordinated by the T4H to assure that the efforts of all parties are integrated into a cohesive whole through the processes of concurrent engineering and top-down project control. A Project Master Schedule will be developed that establishes schedule constraints and identifies contractual and significant internal milestones. Intermediate schedules will be established that clearly show key project interfaces and the interdependencies of the work efforts. Concurrent meetings will be conducted on a regular basis to provide visibility into work being performed and provide an opportunity for discussion among subcontractor Interfaces Between Prime Contractor and Subcontractors: Each subcontractor organization will have a single point of contact with the T4H for contractual matters. The subcontractors are expected to identify their own single point of contact for contractual matters. On a day-to-day basis, all subcontractor personnel will be free to interact with any prime contractor personnel as needed to fulfil the subcontracting goal to make sure the needs to the client meeting in time. Progress Reporting: T4H must be kept aware of the overall progress of the project. This includes the progress of each subcontractor. The subcontractors will report progress at the Cost Account level on a weekly basis. Based on the information contained in the weekly Cost Account Level Progress Reports, the T4H will prepare a monthly progress report at the OGS level. Progress Reviews: On an as-needed basis, T4H request an informal review of subcontractor progress. This would involve discussions with the subcontractor's Functional Manager (Team Leader) or the subcontractor's point of contact for contractual matters. These reviews will be held at the request of the T4H account manager. Account manager then give its feedback to the subcontractor supervisor which will make sure services provided by the subcontractor are at the highest level.
11	How do you maintain and track unallowed and preferred candidate lists for your clients?	As illustrated above, we utilize ATS for our recruitment efforts. This ATS allows us to input all the statuses pertaining to the candidates including, but not limited to, candidate's performance, client reviews. Based on this information we can mark the candidate to be preferred for a specific or upcoming project. We can also mark the candidate as unallowed. Whenever our recruitment team searches for the candidate information on the ATS, it shows that if the candidate is allowed to be submitted again.

12	What is your escalation and resolution policy (in case an issue or emergency arises)?	T4H practices agility when it comes to issues resolution and being an agile and flat structured organization, we have learnt from our past experiences to keep the escalation process to a simple 2 to 3 steps process leading up to the President of T4H. Escalations can be caused by deviations to quality standards, outstanding issues, non-compliance to SLAs, non-conformance to standard procedures, non-responsiveness, lack of ownership or complaints and so on. All corresponding issues in the above areas, which need management attention, will be documented and communicated in the status reports prepared at various levels of business reviews discussed in subsequent responses. Following diagram provides a high-level view of Escalation Mechanism: First Level Escalation: Project / Program Manager (Single SPOC will be identified at the start of the engagement). For any issues, the first level escalation SPOC will address the said issue and take necessary actions to ensure issue resolution. A report is submitted on the problem resolution actions and submitted to K12. Second Level Escalation: Account Relationship Manager ensures speedy resolution of all critical issues and take all necessary measures to address the busines and operational problems and bring them to closure. Account Manager will champion any furhter initiatives to be taken to improve the process and SLAs. Final Escalation: President – Mr. Joshua R. Johnston. Every strategic account and key programs are internally tracked and discussed internally during period business reviews with commitment from sr. management involvement at T4H. Typically, we promise our customers response times of 1 to 2 days with a clear communication on problem identification and actions to be taken to resolve the issue. Issue Resolution Process: T4H prescribes a proactive approach to issue project management; whereby potential problem situations are flagged early so that unpleasant surprises can be avoided. Issue escalation and resolution is built into T4H project management methodology and is given utmost importance. An issue management/escalation procedure with clearly defined time schedules will be outlined in conjunction with the Client at the beginning of the engagement. This process will clearly identify the person(s) responsible (SPOCs) from T4H as well as the Client to resolve any issues that arise during the project. Prevention and Correction: T4H commitment to quality exists throughout our organization and is highly evident among our employees. T4H is committed to continuously monitoring the output and using Surveillance results to modify the input to create a critical feedback loop. As problems occur, we aggressively apply corrective measures until we have corrected any problems. Should a problem with quality ever develop, T4H will develop a Quality Improvement Plan upon identification of the deficiency. Upon receipt of a customer complaint, the Account Manager immediately determines what actions can be taken to resolve the issue/discrepancy. Concurrently, the complaint is forwarded to T4H Total Quality Management Team to initiate our Corrective Action Process. The Quality Manager oversees the Corrective Action process to expedite resolution of the customer complaint. We apply an established Corrective Action process to quickly address performance issues and document the results to prevent recurrence. Above figure presents our Corrective Action Process. T4H Corporate Quality Manager also conducts spot audits throughout the year to ensure adherence to our overall Corporate Quality Management System (QMS). All these Quality Control Plan mechanisms provide T4H managers the ability to monitor and track progress for the customer, helps us identify trends that may affect deliverables, allows us to inspect and review for high quality, and provides us the tools to anticipate potential areas where process and procedures may break down. T4H Culture of Quality reinforces to all employees the need to always be vigilant for a better way; one that will result in a better product for the customer
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.	T4H has a well-defined and documented replacement and credit policy for an inadequate performance and mitigation plan. After we have completed the recruitment, selection, and screening process, we continuously strive to motivate and retain our employees. In case, if the client asks for replacement of consultant due to his/ her inability to perform the tasks set out by the Client, we have a well-defined step to handle situations. Our Account Manager will have a one-to-one meeting with the Client's Manager to understand the areas in which the employee is lagging. After having detailed discussions with the Client's concerned employee, our Account Manager will have a complete understanding on the situation. Based upon the inputs, we follow one of the 2 options: i. In case, the Client feels that some more time can be afforded for performance improvement to the consultant, T4H will put the employee on Performance Improvement Plan which is closely monitored by T4H to see how the plan is working. T4H Account Manager will send a mail to Client's informing that consultant is given a mutually agreed time period to improve and in case no improvement in performance, we will provide a replacement. During this period, a mentor (SME in the respectable area) who can help the employee to meet the Client's expectations will be assigned to the employee. Mentor will detailed discussions with the consultant and provide guidance on the difficulties faced by the consultant. Mentor might take some sessions and provides material so as to improve the skills. Employee performance will be closely monitored based upon mentor's feedback as well as feedback of Client's Manager during this period. If the Client's Manager is satisfied after the Performance Improvement Plan period that employee can perform as per expectations, the consultant is put out of PIP and a mail is sent to him/her conveying the same. In case, performance is not improved during this period, company might not need his/ her services after the Performance Improvement Plan period. ii. In case the Client feels the employee will not be able to perform and wants immediate replacement, a mail will be sent by T4H Account Manager to the Client's Manager that we will provide a replacement of the candidate. The employee is informed by the e-Care department that his/ her services on this project are not required any more. Our Account Manager immediately escalate the same to the senior management for corrective action. Parallel, the request will be forwarded to the recruiting team along with complete skill set, qualification and experience requirement and other preferred areas like domain experience. We will: •Provide resumes to Client within one business day from internal CRM tool •Facilitate the candidate interview with Client's supervisor. •Initiate the joining process of selected consultant. As part of this process, consultants document their daily tasks and submit it to the Client's supervisor and/ or T4H Account Manager. Throughout the lifecycle of the T4H project, the status of key milestones is regularly and formally documented. Changes to project scope, timing, or direction are frequently communicated to ensure the project schedule is monitored and clearly understood at all levels. In normal case, T4H employee has to give a notice of minimum of 10 days before leaving the contract. The newly hired employee works along with the employee during this period for complete knowledge transfer - understand the project, current status and pending tasks/ issues to minimize the project impact
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.	T4H continuously measure the performance of its candidates to ensure the highest quality. From our many years of IT staffing experience, we have learned how important it is monitoring of work of our placed candidates. Throughout each engagement, we will work closely with the State's Project Manager to ensure our placed candidates continue to perform at the highest level and completing of deliverables. Our recent, two IT services contracts has 97% average customer satisfaction rating. Furthermore, we will continuously monitor the candidate's performance by using the following methods: Goal Setting: Performance management begins during the onboarding process. We setup role agreements with our employees. They include specific project related expectations, duties, roles, responsibilities, and relevant SLAs. This way, the employee clearly understands their performance expectations and the methods we will use to measure their performance. Streamlined Onboarding: During onboarding, we conduct a project/contract orientation with each placed candidate to ensure they understand client's expectations, rules of engagement, security, T4H policies, and background of each requisition to ensure they have a clear understanding of the requirements. Regular Touchpoints and Client Customer Surveys: We schedule regular customer meetings between the State stakeholders and T4H's management personnel to maintain proper communication and touchpoints with the State. We will conduct customer surveys (at a frequency convenient to the client) to get feedback on candidates, address user satisfaction components, and find an appropriate solution for issues. Review Timesheets: All T4H employees are required to populate timesheets daily in our CONREP timesheet system. We will review timesheets to monitor schedule. Performance Reviews: We conduct performance reviews with each selected candidate based on the results or feedback received from customer surveys. Fine Tune Hiring and Screening Process: Over time, we have fine-tuned our screening and hiring process to ensure the recruitment of perfect candidates who not only meet the technical skills requirements but also fit the culture. Take Corrective Actions: Placed consultants, who have attendance problems, do not meet performance expectations, or have other issues also affect the State's program performance. We communicate the need for any corrective action directly to the candidate, along with recommendations about steps required to resolve the issue. While T4H cannot enforce our recommendations, we take corrective action if any deficiencies are not addressed promptly. Training: T4H provides management and technology training for all our candidates. We differentiate ourselves from our peers by making significant training investments in our people. Our commitment to this training approach and its proven success is evident in the following: •Conduct boot camps in T4H approved Universities—an in-house training center—to bring our consultants up to speed with the latest technologies •T4H has an online learning platform •We conduct Technical Management Exchanges (virtually) during lunch hours so that our staff can interact with other technical and management team on best practices and lessons learned from other engagements •We periodically hold weekend courses at T4H on various subjects.

#	Question	Response
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 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. Following are the websites: 1. DEA Verification - https://apps.deadiversion.usdoj.gov/webforms2/spring/validationLogin?execution=e1s1 2. OIG Exclusions List - https://exclusions.oig.hhs.gov/ 3. SAM Exclusion List - https://sam.gov/content/exclusions 4. NPI Verification - https://npiregistry.cms.hhs.gov/ 5. Nursys - https://www.nursys.com/
16	What is your current fill ratio?	96%
17	What is your current turnover rate for your temporary workers?	5%
18	What type of programs do you have to limit absenteeism and turnover?	T4H mitigates turnover by offering comprehensive benefit packages which include medical insurance, vision, dental, life insurance, 401k, and a flexible spending account. We also reimburse money spent on acquiring relevant technical certifications, please see the below efforts we can make to reduce the turnover rates. T4H Retention plan: T4H are committed to retain our best employees and to offer better career opportunities. After we have completed the recruitment, selection, and screening process, we continuously strive to motivate and retain our employees. T4H, with the prime objective of attracting/ recruiting the best talent and minimizing personnel attrition, offers great Company Culture, Compensation Plans and a Whole set of Benefits, to its consultants. T4H has embraced a strategy – "Employee as Partner" – that places the needs of employees before the needs of the company. Our approach to attract top talent and retain them is based on our 'Hire and Retain' Program developed and implemented by our Human Resources (HR) Department. The application of the critical elements of this program has resulted in less than 8% attrition rate in our staff over the past five years. The following diagram shows the overview of our retention plan. We follow three basic steps: stabilize, mobilize, and energize. •Stabilize (The Foundation) – The first step to retaining people is to attract, develop, promote, and retain the best professionals. We remain an employer of choice by consistently presenting T4H brand values, ensuring we have leading-edge HR management in place, and maintaining a well-defined diversity policy. •Mobilize (High-Performance Workplace) – There is always a consistent focus to accelerate a high-performance workplace by integrating the "what" and "how." "What" refers to the balanced scorecard, T4H value statement, and supporting behaviors chart. These are important tools in the hands of the work force to ensure a high-performance workplace. Then the "how" is addressed through a closed-loop process comprising of goal setting, assessing performance, monitoring and providing feedback, and rewarding performance. •Energize (Best Place to Work) – Critical to our retention strategy. We strive to energize by: ☐Promoting a healthy work-life balance program through flexible work arrangements ☐Listening to employees through periodic climate surveys, annual employee satisfaction surveys, and other channels ☐Providing all employees with tools, resources, and a supportive environment that values diversity and good citizenship •Compensation and Benefits - T4H provides a competitive compensation and benefits package. Our salary data is constantly updated based on industry surveys and U.S. Department of Labor Wage Reports. We provide flexible health benefits that allow our employees to choose from a variety of plans to meet their own needs and the needs of their families. Our family-friendly policies and programs help balance their personal and professional lives. Some of the benefit packages that T4H offers are: •Annual 360-degree review and appraisal ☐Vision and Dental Insurance ☐Health Insurance ☐Life Insurance ☐Disability Insurance ☐Workman's Compensation Insurance •Competitive Vacation Plan •Sick Leave ☐Relocation Assistance ☐401K Plan ☐PC Purchase Program ☐Performance based bonuses
19	What is your current absenteeism rate for your temporary staff?	3%
20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	Our employee turnover rate has averaged less than 5% annually for each of the past three years. When it comes to employee relationship, T4H takes extra care of our employees so that they perform at their highest level, complete their assignments, and enjoy a rewarding and fulfilling experience with T4H and OGS. T4H has a well-documented consultant care process and a dedicated team to communicate and stay in touch with consultants on assignment. The team will ensure that our consultants are realizing and enjoying all of the benefits and advantages of working with T4H. Apart from offering competitive compensation and a comprehensive benefits program, T4H invests heavily into the ongoing training and development of employees, including: •Classroom and product training – relevant to domain/industry •Ramp-up training including methods and tools /Manufacturing •Regular Webinars – Domain/Industry specific •Computer-based training - Admin/Clerical/Professional/ IT •Knowledge warehouse system - Manufacturing T4H provides various career development and training programs to our employees. Some of these include: •Behavioural & Communication Training. •Technology Skills Enhancement Training. •Functional Training in various domains.
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, T4H utilizes subcontractors to support on excessive workload. We have shortlisted a NYS certtified SDVOSB - Cornerstone Herkimer, LLC to support us on this effort. Subcontractor provides a large percentage of the early efforts on the OGS staffing requirements. As the project progresses from defining the requirements through construction and implementation, the efforts of Subcontractor will be refocused. T4H Management: • They all have clear and unambiguous subcontracts established that include a Statement of Work. • The efforts of all subcontractors are integrated into a cohesive project plan with all subcontractors understanding where their efforts fit into the overall picture. • The formal and informal interfaces between the T4H and the subcontractors, as well as among the subcontractors, are documented. • Before starting specific work, the subcontractors are granted authorization to proceed. This authorization is given, in writing, via a Work Authorization form. • A formal team building process is established and implemented

22	What are your recruitment policies?	T4H follows industries best practices in staffing and recruitment. Our policy is to provide Equal Employment Opportunity (EEO) to all persons regardless of age, color, national origin, citizenship status, physical or mental disability, race, religion, creed, gender, sex, sexual orientation, gender identity and/or expression, genetic information, marital status, status with regard to public assistance, veteran status, or any other characteristic protected by Federal, State or Local Law.
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.	Implementation Timeline: It will require minimal time and effort. Once OGS has a position to be filled, our Account Manager will gain an understanding of the role, duties, responsibilities, required skills and experience, and budget for the position. Based upon that, our Account Manager will come up with a full requirements description for our team as well as the shortlisted subcontracting partner - Cornerstone Herkimer, LLC to fill. The recruiting team, headed by a strategic recruiting director, will start identifying resources internally and externally to build a pool of candidates for the requirement. After finding the suitable match as per requisition, Our Account Manager will forward the pre-vetted qualified candidates to the OGS for the Screening/shortlisting. Our Account Manager will be responsible to follow up the joining of the candidate on specified date at OGS site. Dedicated recruiter: T4H has a management commitment to form a dedicated Account management Team for OGS which is headed by Executive sponsor and a dedicated Account manager with a Team of recruiters. Brief Implementation Plan: AT T4H, we are committed to providing exceptional service and value to our clients. We have over 19 years of expertise in providing contingent talent for Call center, Finance & Accounting, HR, Sales & marketing and IT, and we have developed an array of innovative temp staffing and workforce management processes that are tailored to meet and exceed customer requirements. We are as thorough in evaluating a client's needs and company culture as we are in selecting and recommending a consultant for a specific assignment, and we seek to become a long-term and trusted partner to our clients. T4H will follow a structured, effective and accountable process for successful implementation and on-going execution of this project. The implementation will require minimal time and effort from OGS. Typically, we require one brief meeting, a quick follow-up, and final sign-off with each stakeholder group. And, of course, we continually communicate with and update the stakeholder group with "ownership" for the staffing program. On an on-going basis, we will report into that stakeholder group and designated contact. As mentioned, the OGS contract will be led by a senior executive, managed by a strategic account director providing single-point-of-accountability, and supported by an OGS -dedicated recruiting and service team following a OGS -specific service plan.