UNIVERSITY OF CENTRAL FLORIDA

TEMPORARY LABOR SERVICES

INVITATION TO NEGOTIATE

ITN NO. ITN2021-03

ORIGINAL

JANUARY 27, 2022, 02:00 PM EST

Submission via Bonfire Web Portal to:

ATTENTION:
TRINH NGUYEN
PROCUREMENT SERVICES DEPARTMENT
12424 RESEARCH PARKWAY, SUITE 300
ORLANDO, FL 32816-0975
PHONE: (407) 823-2661
FAX: (407)-823-5551
EMAIL: TRINH.NGUYEN@UCF.EDU

SUBMITTED BY:

SOFTHQ

SOFTHQ, INC.
6494 WEATHERS PLACE SUITE 200,
SAN DIEGO, CA – 92121
WWW.SOFTHQ.COM

Person Authorized to Negotiate and Sign the Proposal:
KRANTI PONNAM
TITLE: PRESIDENT
PHONE: (858) 658-9200
EMAIL: RFP@SOFTHQINC.COM / KRANTI@SOFTHQINC.COM

SUBMIT OFFER TO:
Via Bonfire Web Portal
UNIVERSITY OF CENTRAL FLORIDA
Phone: (407) 823-2661
www.procurement.ucf.edu
https://ucfprocurement.bonfirehub.com/opportunities/49428

Your submission must be uploaded, submitted, and finalized prior to the closing time on **January 13, 2022 @ 2:00pm**. We strongly recommend that you give yourself sufficient time and at least ONE (1) day before the closing time to begin the uploading process and to finalize your submission. See **Appendix 4** for submittal instructions.

University of Central Florida

INVITATION TO NEGOTIATE

Contractual Services

Acknowledgement Form

Page 1 of **38** Pages	OFFERS WILL BE OPENED **January 13, 2022 @ 2:00pm EST** and may not be withdrawn within **120** days after such date and time.	ITN NO. **ITN2021-03**
UNIVERSITY ADVERTISING DATE: **November 17, 2021**	ITN TITLE: **Temporary Labor Services**	
FEDERAL EMPLOYER IDENTIFICATION NUMBER 27-1798370		
SUPPLIER NAME SoftHQ, Inc.	REASON FOR NO OFFER:	
SUPPLIER MAILING ADDRESS 6494 Weathers Place Suite 200		
CITY - STATE - ZIP CODE San Diego, CA - 92121	**POSTING OF PROPOSAL TABULATIONS**	
AREA CODE 858 / TELEPHONE NUMBER 658-9200	Proposal tabulations with intended award(s) will be posted for review by interested parties on the Procurement Services solicitation webpage and will remain posted for a period of 72 hours. Failure to file a protest in accordance with BOG regulation 18.002 or failure to post the bond or other security in accordance with BOG regulation 18.003 shall constitute a waiver of protest proceedings.	
FAX: (858) 225-6834		
EMAIL: rfp@softhqinc.com		

Government Classifications

Check all that apply

☐ **African American**	☐ **American Woman**
☐ **Asian-Hawaiian**	☐ **Government Agency**
☐ **Hispanic**	☐ **MBE Federal**
☐ **Native American**	☐ **Non-Minority**
☐ **Non-Profit Organization**	☐ **PRIDE**
☒ **Small Business Federal**	☒ **Small Business State**

I certify that this offer is made without prior understanding, agreement, or connection with any corporation, firm or person submitting an offer for the same materials, supplies, or equipment and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this offer and certify that I am authorized to sign this offer for the Supplier and that the Supplier is in compliance with all requirements of the Invitation To Negotiate, including but not limited to, certification requirements. In submitting an offer to an agency for the State of Florida, the Supplier offers and agrees that if the offer is accepted, the Supplier will convey, sell, assign or transfer to the State of Florida all rights, title and interest in and to all causes of action it may now or hereafter acquire under the Anti-trust laws of the United States and the State of Florida for price fixing relating to the particular commodities or services purchased or acquired by the state of Florida. At the State's discretion, such assignment shall be made and become effective at the time the procurement agency tenders final payment to the Supplier.

GENERAL CONDITIONS

1. SEALED OFFERS: All offer sheets and this form must be executed and submitted as specified in Section 2.6. Offer prices not submitted on any attached price sheets when required shall be rejected. All offers are subject to the terms and conditions specified herein. Those which do not comply with these terms and conditions are either automatically rejected with respect to non-compliance with non-negotiable terms and conditions or may be rejected, at UCF's sole discretion, with respect to any other terms and conditions.

2. EXECUTION OF OFFERS: Offers must contain a manual signature of the representative authorized to legally bind the Respondent to the provisions herein. Offers must be typed or printed in ink. Use of erasable ink is not permitted. All corrections to prices made by the Supplier are to be initialed.

3. NO OFFER SUBMITTED: If not submitting an offer, respond by returning only this offer acknowledgment form, marking it "NO OFFER," and explaining the reason in the space provided above. Failure to respond without justification may be cause for removal of the company's name from the solicitation mailing list. NOTE: To qualify as a respondent, the Supplier must submit a "NO OFFER," and it must be received no later than the stated offer opening date and hour.

AUTHORIZED SIGNATURE (MANUAL)

Kranti Ponnam / President
AUTHORIZED SIGNATURE (TYPED), TITLE

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COVER LETTER

January 27th, 2022

Attention:

Trinh Nguyen
Procurement Services Department
12424 Research Parkway, Suite 300
Orlando, FL 32816-0975
Phone: (407) 823-2661
Fax: (407)-823-5551
Email: trinh.nguyen@ucf.edu

Subject: SoftHQ's response to provide the University of Central Florida's (UCF) ***Temporary Labor Services***

Dear Ms. Trinh Nguyen,

SoftHQ, Inc. (SoftHQ) proposes to provide all goods and services as set forth in the "Invitation to Negotiate" to provide **Temporary Labor Services** with ITN No. **ITN2021-03** for which fees/costs offered herein shall apply for ***120*** **days** from the date of opening.

Established in FY 2010 and headquartered in San Diego, SoftHQ is an MBE led by Kranti Ponnam (President-Operations). SoftHQ has been providing Temporary Staffing Services to various State, Local, and Fortune 500 Commercial clients. Based on our past performances and our core competencies, we are an excellent match with the UCF's requirements. We assign professional and technical employees in the fields of administration, information technology, clerical, finance and accounting, customer, and community services, labor and trades, education, engineering, law, skilled workers, science, and healthcare. SoftHQ is one of the premier staffing providers and ranks among the leaders in Administrative, Finance, Human Resources, other Skilled Professionals, Engineering, IT, and Maintenance staffing. Please find the company Information below:

Vendor Demographics	
Name of the Company	SoftHQ, Inc.
Legal Status / Jurisdiction of Incorporation	S-Corporation
Type of Ownership	Minority Business Enterprise
No of Years in Business	11+ Years
Headquartered	6494 Weathers Place Suite 200, San Diego, CA – 92121
Date of Company Incorporation in the US	01/28/2010
Details about the Owners	Kranti Ponnam (70%); Anil Sunkara (30%)
Corporate Point of Contacts	**Name**: Kranti Ponnam; **Designation**: President **Phone**: (858) 658-9200; **Fax**: (858) 225-6834 **Email**: rfp@softhqinc.com / kranti@softhqinc.com **Current Location**: 6494 Weathers Place Suite 200 San Diego CA 92121

SoftHQ has evolved from an IT and Engineering focused company concentrating primarily into a global workforce solutions leader with a breadth of specialty businesses. SoftHQ's technical knowledge and breadth of expertise in providing staffing Services has earned appreciation from many of our customers and paved way for long-term engagements. We assign professional and technical employees in the fields of administration, information technology, clerical, finance and accounting, customer and community services, labor and trades, education, engineering, law, skilled workers, science and healthcare. SoftHQ is one of the premier staffing providers and ranks

among the leaders in Administrative, Finance, Human Resources, other Skilled Professionals, Engineering, IT, and Maintenance staffing.

Proposal Highlights
▪ Credible experience in providing Temporary Personnel
▪ Industry certifications showing process maturity
▪ Recruiting access to nationwide talent to meet the UCF's range of staffing needs
▪ A unique business model providing the agility of commercial markets and the stability of state government
▪ Over 11+ years of experience in providing temporary and permanent workers

SoftHQ has evolved from an IT and Non-IT focused company concentrating primarily into a global workforce solutions leader with a breadth of specialty businesses. We have a proven record of accomplishment of providing Office Clerks, Maintenance Workers, Facilities Maintenance Workers, Labor and Trade, Administrative Assistants, Senior Clerks, HR Clerks, Contract Specialists, Financial Analysts, Accounts Receivables, Accountant Clerks, Payroll Clerks, Payroll Administrators, Typists, Data Entry/Computer Operators, Customer Service Representatives, Engineering Aides, Secretaries, Receptionists, Field Staff Assistants, Laborers, Law Office Assistants, File Clerks, Municipal Service Aides, Municipal Workers, Office Assistants, Claims Assistants, Project Managers, Budget Analysts, Radio Information Officers, Cashiers, Accountants, Water Bacteriologists/Chemists, Water Service Representatives, Janitors, Copywriters, Data Analysts, Marketing Professionals, Legal Assistants, Engineers, Project Coordinators, Database Administrators, System Administrators, Network Engineers, PeopleSoft Engineers, System Engineers, Telecommunications Engineers, Helpdesk/Desktop Technicians, Business Intelligence (BI) Specialists, Database Architects, and other Office Assistants over the last eleven years.

SoftHQ has successfully delivered **75**+ Information Technology Staffing Services projects over the last 11 years across various state and local agencies with several project directives on firm-fixed pricing. We bring the capabilities of successfully delivering the ***Los Angeles County Department of Building and Safety***'s Temporary Staffing Services contract which led us to winning another contract with the ***City of Los Angeles Department of City Planning*** for Temporary Staffing for Professional Services project. SoftHQ's holistic staffing methodology provides cleared, qualified, and skilled personnel and brings stability across the projects ensuring confidence and reliability. These unique capabilities led us to winning a contract with the ***Employment Development Department (EDD)*** for Temporary Labor Services, ***Department of Resources Recycling and Recovery (CalRecycle)***'s Temporary Staffing Services, ***City of Irvine***'s Temporary Staffing Services, ***Orange County Sanitation Department***'s Temporary Staffing, ***San Mateo County Transit District***'s On-Call Temporary Staffing Services, ***Metropolitan Water District of Southern California***'s Agency Temporary Services, ***North County Transit District***'s Temporary Staffing Services, ***City of Chesapeake***'s Temporary Staffing Services, ***State of Maryland Dept of Education***'s Temporary Help Services, ***Arizona State University***'s Temporary Staffing, and ***Federal Home Loan Bank of Dallas***' Temporary Staffing Services Program. We would like to leverage this experience and expand our experience across various state and local agencies providing Information Technology Staffing Services contracts and envision to expand our footprint at the UCF and provide reliable Temporary Labor Services on an as-needed basis.

In accordance with Chapter 119 of the Florida Statutes (Public Records Law), SoftHQ understands that all the formal solicitations and the responses thereto are in the public domain, and requests for confidential treatment will not supersede the UCF's legal obligation to provide records to the

public consistent with public records law. SoftHQ confirms that it is not submitting any confidential information or Trade Secrets or Patent Information. SoftHQ understands that the response submitted by us to this ITN will become UCF's property and once an award is made, all the responses received under this ITN will become a Public Record and has to be released to individual(s) / bidder(s) who request for submitted response as part of Florida's Public Records Law. Therefore, in compliance with the Chapter 119 of the Florida Statutes, SoftHQ is waiving the Restriction and Disclosure and Use of Data.

It is understood and agreed that SoftHQ read the UCF's ITN documents, Addendums #1 and #2 and the information provided within these documents. By signing this proposal, SoftHQ confirms that the undersigned has full authority to enter into any future binding agreement and confirms full compliance and acceptance with the proposed Scope of Work, General Terms and Conditions specified under this ITN are read, understood, and we shall abide by them and this proposal is made IAW the provisions of such Scope of Work. By signing this proposal, SoftHQ confirms that it is not taking any exceptions to the ITN's terms and conditions. SoftHQ's guarantees and certifies to meet or exceed any and all Scope of Work. SoftHQ confirms that it has the capability to provide all the services listed under the Scope of Work.

Sincerely,

Kranti Ponnam | President | SoftHQ, Inc.
6494 Weathers Place, Suite 200, San Diego, CA 92121
Office: (858) 658-9200; Cell: (847) 513-2999; Fax: (858) 225-6834
Email: rfp@softhqinc.com / kranti@softhqinc.com; Website: www.softhq.com

A EXPERIENCE AND QUALIFICATIONS OF PROPOSER

A.1 Describe Why Your Company Believes It Can Provide And Is Qualified To Provide Temporary Labor Services As Described In This ITN. Highlight Any Major Features, Functions, Value-Adds, and Areas of Support That Differentiate Your Service from Your Competition.

SoftHQ has eleven (11) years of extensive Professional Staffing experience in successfully managing and delivering multiple contracts and task orders, as evidenced by our 25+ Prime Contracts with U.S. State agencies in their effort to fulfil their Temporary/As needed/ Staff Augmentation/On-Call Staff Services.

SoftHQ will deliver solutions to the U.S. Government to help solve its professional challenges, by providing a qualified and motivated workforce. Our professionals are trained and certified to handle every aspect of needs, from initial concept consulting through day-to-day operations. We will distribute at least 1% of the revenues for bonuses to our employees to motivate them, and facilitate access to industry forums to assist throughout the leadership within the Temporary Staffing Services Provider's support team.

We believe SoftHQ is best qualified to serve the UCF and its End Users for following reasons:

- More cost-effective
- Risk free
- Better talent pool

Most Cost-Effective:

SoftHQ has helped customers save over 60% of their budget by utilizing our flexible workforce solutions. Our screening process presents the best-fit candidates and avoids delays in project delivery. We have proved to our customers that using SoftHQ's resources is more cost-effective and flexible than hiring permanent, full-time employees. Guaranteed project delivery and meeting deadlines is our specialty. We have an excellent track record for delivering high-quality, major projects on time and on budget.

We identify real costs and model projects around our customers' value-based priorities, helping our customers focus on their core business.

Risk Free – Guaranteed Delivery:

SoftHQ offers a risk-free approach wherein our customers have the flexibility to not pay for a resource's services if they are not satisfied with the resource within the first two weeks of the assignment. Also, if we are performing a software implementation/upgrade, our customers do not have to pay until the implementation/ upgrade is successfully completed.

SoftHQ applies solutions derived from industry best practices to achieve peak performance and maximum efficiency.

Better Talent Pool:

We have a vast pool of quality talent that includes employees who possess all skill-sets that our customers look for in a partner. As such, you have to deal only with one single vendor who can provide you with all the necessary resources.

Our track record proves that our resources are driven to achieve and can meet and exceed your expectations to help you achieve your business results. When engaged by a client, our mission is to always partner with the client and integrate their team into the solution we are building. We believe this collaborative approach separates us from our competition, which often alienate their customers and attempt to create a dependency on them that may last a lifetime.

A.2 Provide An Overview And History of Your Company. Describe The Organization of Your Company That Includes The Organizational Structure.

SoftHQ, Inc. (SoftHQ) is a for-profit organization established in 01/28/2010 as an S Corporation in the State of California. SoftHQ is a certified MBE led by Kranti Ponnam as President-Operations, and Hemant Joshi Neupane as Director-Consulting Services. SoftHQ has successfully employed 757+ employees at various State and Commercial clients within the last year, both full-time and part-time. We have successful in recruiting cleared, skilled, and qualified consultants through our veteran recruiters who possess industry experience in sourcing diverse candidates with subject matter expertise in their fields.

Since its founding, SoftHQ has been providing IT Temporary/On-Call/As-Needed/Support/Staff Augmentation, IT Managed Services, temporary-to-hire, payroll, direct-hire and professional placement, and recruitment process outsourcing services to a variety of public and private sector clients supporting their mission critical systems and evolved into a Temporary Labor services provider. SoftHQ has a well-defined business model based on different industry sectors such as Finance, Health Care, State Government, and Manufacturing clients. This business model lends us with the required financial stability to provide support to our Workers and meet our client's expectations. We perform onsite and offsite contract work for the US public sector clients using CMMI, PMBOK, ISO 9001:2015 and ITIL processes. From lessons learned over the last eleven (11) years, SoftHQ brings proven capability to deliver qualified professionals with subject matter expertise on leading edge professional solutions tailored to state agencies' requirements across administrative, financial, human resources, acquisition in lines with Federal Acquisition Regulation (FAR).

Vision

SoftHQ's vision of Services is very different. We analyze the customer problem thoroughly to create a number of new ideas on how to solve the problem, involve the customer through mentoring and partnering to create "outside the box" innovation, and then together, create a tactical or strategic solution, based on customer need, turning things back over to the customer.

Mission

When engaged by a client, our mission is to always partner with the client and integrate their team into the solution we are building. We believe this collaborative approach separates us from our competition, which often alienate their customers and attempt to create a dependency on them that may last a lifetime.

Goals

SoftHQ was formed with the mindset to become a premier Consulting and Staffing provider. Over the past 11 plus years we have proven multiple times to multiple clients to be just that. Our dedication to building long-term relationship with clients, offering quality services, and always leading with honesty and integrity has been rewarded with continual growth since our inception. We wanted to

create a company to provide Administrative and IT Resources, Consulting and Outsourcing at highly competitive prices. Our commitment to honesty, reliability and integrity when working with our clients and partners has generated long-term relationships and trust. The environment we have created has improved efficiencies, reduced costs and streamlined deliverables for ahead of schedule completions.

In order to realize fully our Mission and Vision, we are committed to actively fostering diversity, inclusion, and cultural competency throughout our programmatic, research, development, and operational efforts. All our processes are focused on Customer Satisfaction. Please find details of our Strategies and Accomplishments in that regard:

Strategies and Accomplishments

Please find the details of our strategies and accomplishments while implementing our processes and plans.

- **Strategies** – Following is a summary of some of the Strategies:
  - Hire the best
  - Keep administrative cost low so the cost to client is reduced
  - Offer excellent pay and health benefits to employees so they are highly motivated
  - Pay for any certifications that the employees accomplish
  - More than resource: The strong technical team that we have that works in our development centers can assist our employees with technical issues and point them to possible solutions
- **Accomplishments** – The outcomes we have achieved include:
  - Highly qualified and high-quality candidates to clients resulting in higher Customer Satisfaction
  - Continuous year on year growth since inception with repeat business from clients
  - Most of the employees have stayed through the duration of initial contract and got several extensions
  - We have the same employees performing on projects for several years. On some of the projects like Arizona State University, we have the same employees continuing to perform services since 2016, with MADEP, with HCIDLA, DCP etc.

A.2.1 Qualifications / Capabilities

Our ability to staff projects and deliver services to our customers is enhanced by our well-equipped infrastructure, consisting of a geographically dispersed network of 10 U.S. branch offices and 3 offshore offices. At SoftHQ, our recruiting philosophy has always been "**Hire the Best**". Our processes are built on our extensive experience working with State and Local Government clients since 2010 providing Contingent Staffing services. This allows SoftHQ to act as a local partner and enhances our ability to attract qualified talent from a resources pool. Besides this, our veteran recruiting team will provide staffing resources in a quick turnaround time and put together a much larger team if the requirement arises. SoftHQ believes in systematic planning strategy that leads to quality and quantity services to the clients in prescribed time frames. SoftHQ works towards aim of reducing cost and provide competitive pricing to our clients. Our ability to provide Excellency stands on following parameters:

- **Talented pool employees and consultants**: As per UCF's requirement qualified professionals are assigned within the project

- **Dedicated team of recruiters**: The team of experienced recruiters with access to premier job boards and resume databases are able get quality resources into our projects
- **Employee references**: Many of the resources we have added have come from employee references. This has helped us maintain good quality of resources
- **Sub vendors**: We have a group of sub vendors who we work with on skill and domain areas that they have expertise in
- **Low attrition**: We have been able to keep attrition low. This has helped our clients with minimum substitutions on their projects and helped our clients in qualitative deliverables

A summary of SoftHQ's capabilities related to the technical response:

Supplier Background and Experience	SoftHQ's diversified business model based on providing administrative services to different State Government agencies and providing Scope based and Temporary Staffing Services to its commercial clients, along with the 11+ years of experience in the industry illustrates our capability to meet UCF's diverse requirements.
Industry Certification and Recognition	SoftHQ's processes have been appraised at CMMI ML5, certified using ISO 9001:2015 standards, and are enriched using other industry standards such as PMBOK, ITIL, and Federal Regulations through performance on state contracts. These industry certifications reduce the risk to UCF and ensure that SoftHQ will be able to replicate its success on other tasks to the UCF program.
Supplier Financials	SoftHQ financials are solidly based on stable state contracts, senior consultants on long term assignments, and our core business of VMS based clients. We also maintain an active sales pipeline of state and commercial prospects for continued growth. As a result, our projected revenue for 2020 anticipates robust growth over 2019 targeting $20 Million. We are committed to maintaining transparency with our customers and if required by UCF, we agree to the open book accounting and submit financial statements upon contract award.
Service Provider Capabilities	SoftHQ's capabilities to meet the temporary employment staffing needs of UCF, stems from its recruiting capabilities, financial stability and its diversified business model. Our experienced recruiters work on a pro-active and re-active basis to meet the staffing needs of our clients. Our internal controls ensure that the recruiters are highly motivated and skilled performers and that they are well versed in temporary staffing.
Account and Program Management Structure	SoftHQ's account and program management structure is robust and provides rapid decision implementation capabilities to meet ever changing needs of the staffing industry. We provide our program managers with the visibility on available talent through our centralized PMO and ensure that our client gets the best available talent to meet their staffing needs.
Communication	SoftHQ understands the communication requirements of UCF and will ensure that it continues to meet the communication format and requirements to succeed at UCF. We are adept at working in complex environments and our policies and procedure facilitate the delivery of quality services in such environments. Our matured processes require accurate information, explained in this section, to ensure that we continue to provide quality services to UCF.
Industry, Geographic and Skills Coverage	SoftHQ has dedicated its recruiting effort in support of public and private sector clients since 2010. We have committed to continuous recruitment of talented individuals with the predominant skillsets used at UCF and other public-sector clients. Through this recruiting effort we are prepared for future developments at UCF and will benefit from other public-sector experienced talent that would add to the development of UCF's project.
Recruiting and Selection	Our process for recruiting and selection ensures we submit experienced talent with a focus to match the skills requested in the UCF's requirements. We will ensure that we continue to submit high quality talent to meet UCF's requirements.
Candidate Presentation and Selection	SoftHQ's capability to meet the UCF's requirements for candidate presentation and selection are evident from its stellar performance on interview to hire Service Level Agreements (SLA), on the other public-sector contracts. Our recruiters are experienced in thoroughly interviewing candidates to fully understand their work history, experience, and technical expertise. SoftHQ's senior management has put appropriate controls in the form

	of performance incentives for its recruitment team to ensure that we maintain a low ratio of resumes submitted to interviews conducted.
Testing and Training	SoftHQ believes in need-based testing and training for its W2 Temporary Workers. This program is designed to ensure the seasoned consultant remains at the top of their field. Temporary Workers require approval from the clients, while employees need approval from their account manager for participating in the training program, after orientation and on-boarding processing is completed.
Temporary Worker Benefits	SoftHQ offers competitive Temporary Worker benefits, and it strives to alleviate worker concerns by providing them a stable and amicable work environment, to meet their needs. In this section, SoftHQ describes its worker benefits program to illustrate that it provides industry comparable worker benefits to its Temporary Workers.
Temporary Worker Performance	SoftHQ understands that the performance of its human capital assets is vital to its business strategy, and it strives to ensure that its Temporary Workers perform as per expectations, are motivated, and have the desire to excel on the client projects. We track information on the performance of the workers, provide incentives, take corrective actions, and take assignment close out steps to ensure that our client's requirements are met.
Temporary Worker On-boarding and Off-boarding	SoftHQ ensures smooth on-boarding and off-boarding of Temporary Workers by performing due diligence on the policies and procedures of its client, regarding Temporary Workers and ensuring that it communicates with the Temporary Workers during the on-boarding as well as the off-boarding process.
Subcontracting	SoftHQ is a capable supplier with proven abilities to meet UCF's Temporary Labor Services' needs. SoftHQ's recruiting is consultant centric and approaches the sub-contracting relationship as a bi product of its recruiting strategy. This strategy allows SoftHQ to ensure close control, a high degree of satisfaction and retention of its workers at UCF.
Supplier Network	SoftHQ has developed a supplier network as a result of its strategy of working primarily through the individual consultant to meet the demands of its customer and it maintains active relationship with most of them. We understand the complexity of managing layers of subcontractors and risks emanating from such a relationship and strategically feel that direct sub-contracting relationships serve SoftHQ, the worker and the subcontractor company best.
Supplier Selection	SoftHQ's strategy for recruitment is candidate driven. Our recruiting model is focused on the selection of individuals based on their training and expertise in their chosen field. Once a candidate meets the criteria for submission, we will evaluate the candidate's employer to engage them as a subcontractor. Where necessary, we mentor other small suppliers in insurance requirements, financials SLAs and induct them into the supplier network.
Supplier Performance	SoftHQ ensures supplier performance by using its International Organization for Standards (ISO) based methodology for supplier management. We have designed appropriate controls in the form of performance metrics and strict procedures to maintain supplier performance to the desired level.
Customer Satisfaction	Customer satisfaction is paramount for SoftHQ, and it strives to achieve a high degree of customer satisfaction by providing high quality services. Our satisfied clients are the barometers of our success, and we apply all our resources to achieve their satisfaction.
Co-Employment	Our experienced management and legal counsel have structured our employment and sub-contract agreements to reduce/eliminate the co-employment environment. We do not engage in co-employment practices that will harm the interests of our client and we have a sound policy to help our clients reduce co-employment risks.
Supported Policy and Business Rules	SoftHQ has extensive experience in supporting the public-sector relationship. Our top-down philosophy and adherence to the established SOPs for operations has reduced process deviations with an emphasis on compliance. We will leverage our experience to ensure that we support UCF's policy and business rules. If required, we can provide insights and lessons learned from our other similar engagements to help UCF's decision maker's fine tune their procurement strategy.

Training and Skills Development	SoftHQ provides comprehensive training and skills development program for its W2 employees and workers as warranted to support its client's needs. The training program is dictated by the needs of projects executed by SoftHQ and direction from the hiring managers of our Temporary Workers. Our matured processes ensure that we deliver training in a specific, measurable, attributable, realistic, and time bound manner (SMART).
Applicant Tracking	SoftHQ has very advanced applicant tracking processes and they are automated using an applicant tracking tool. We have been using it since the inception of our company; as a result, we have a customized of database of skilled consultants to meet the needs of our clients. This centralized applicant tracking tool serves as the backbone of our staffing services. Our automated processes ensure that we can initiate, plan, execute, monitor, and close staffing processes with a defined accuracy.
Invoicing, Timekeeping and Expense Handling	SoftHQ has a very advanced and agile accounting process that ensures efficient and effective invoicing, timekeeping and expense handling. With each client, SoftHQ understands through the contract what the client's expense policies are. SoftHQ maintains complete and accurate records to support and document all Temporary Worker's Time and SoftHQ Expenses under this Agreement and each Purchase Order in accordance with generally accepted accounting principles consistently applied. We will provide our invoicing reports on weekly basis with customized billing of all electronic invoices sent to the UCF.
Reporting	SoftHQ understands that UCF may require different type of reports to validate and ensure its partner performance. In answering questions for reporting, we describe our reporting capabilities and provide a list of standard reports available to UCF on demand. ▪ A complete report of Temporary Staffing Activity of SoftHQ with UCF including the Submissions, Interviews, Starts, roll offs, start dates, job titles, number of hours worked, invoiced amount, paid amount, etc ▪ Number of Purchase Orders that has been addressed on Weekly/Monthly/Yearly basis ▪ Number of Starts in a particular Month/Quarter/Year ▪ Number of Interviews in a particular Week/Month/Quarter/Year ▪ Number of Submissions in a particular Week/Month/Quarter/Year ▪ Number of Hours billed by each consultant on a Weekly/Monthly/Yearly ▪ Total revenue generated on a weekly/monthly/yearly basis for both Sub Contractor Workers and W2 Workers ▪ Summary reports for each pay cycle

A.2.2 Experience

SoftHQ provides efficient and skilled staff for several public-sector agencies such as Los Angeles County Department of Building and Safety, City of Los Angeles Department of City Planning, Employment Development Department – State of California, Monroe County – NY, United Nations – NY, Clark County – NV, Miami Dade County Public School – Florida, Commonwealth of Pennsylvania, Massachusetts Department of Environmental Protection, and New York State Information Technology Services Disability and Aging Cluster to name a few. We provided skilled personnel who provided support in accordance with the agencies' requirements. Below **Exhibit 1** provides an overview of SoftHQ's successfully completed projects on sizeable Contracts.

Client	Type of Service	PoP
Los Angeles County Department of Building and Safety	IT Support Services	Sep 2013 – Sep 2014
Los Angeles Department of City Planning	IT Support Services	Dec 2013 – Dec 2015
Los Angeles Department of City Planning	Contract Programming Consulting Services	Mar 2020 – Feb 2024
Employment Development Department (EDD) – CA	Temporary Labor Services	Mar 2012 – Feb 2015
Department of Resources Recycling and Recovery (CalRecycle), CA	Temporary Staffing Services	Dec 2011 – Dec 2016

Client	Type of Service	PoP
Los Angeles Housing and Community Investment Department	IT Professional Services	Jan 2018 – Jan 2021
City of Irvine, CA	Temporary Staffing Services	Oct 2017 – Sep 2020
Orange County Sanitation Department, CA	Temporary Employment Services	Jun 2018 – May 2023
San Mateo County Transit District and JPB, CA	On-Call Temporary Staffing Services	Aug 2018 – Jul 2023
County of San Luis Obispo, CA	Pre-Qualifications for IT Business Analysts	Aug 2018 – Jul 2020
City of Murrieta, CA	IT As-Needed Professional Services	Aug 2018 – Jul 2021
Metropolitan Water District of Southern California	Agency Temporary Services	Oct 2018 – Sep 2021
Sonoma County Water Agency, CA	As-Needed IT Infrastructure and Support Services	Mar 2019 – Feb 2024
Santa Clara County, CA	Healthcare IT Support Services	Apr 2019 – Mar 2024
Santa Clara County, CA	IT Professional Services	Aug 2019 – Jul 2024
North County Transit District, CA	IT Staffing Services	Apr 2019 – Mar 2022
The Regents of the University of California	Non-IT Temporary Professional Services	Nov 2019 – Oct 2024
City of Anaheim, CA	Temporary Personnel Services	Jan 2020 – Dec 2024
Superior Court of Imperial County, CA	Temporary Staffing	Mar 2020 – Feb 2025
California Public Employees' Retirement System	IT Consultants Spring Fed-Pool	Apr 2020 – Mar 2025
Golden Gate Bridge Highway and Transportation District, CA	On-Call Temporary Staffing Services	Jun 2020 – May 2024
City of San Diego, CA	SAP Consulting Services	Jun 2020 – May 2025
City of Sunnyvale, CA	Professional and Technical Support Services & Temporary Staffing Placement for Technology Contracting Services	Jun 2021 – May 2026
NYS Office of IT Services Disability and Aging Cluster	Temporary Staffing Services	Sep 2016 – Sep 2018
United Nations, New York City, NY	IT and Admin Services	Sep 2012 – Sep 2015
Monroe County in NY	Temporary Staffing Services	Mar 2011 – Mar 2013
Capital District Transportation Authority, NY	Information Technology Services	Jun 2018 – May 2023
Missouri Department of Transportation	Temporary Personnel Services	Aug 2017 – Jul 2020 Aug 2020 – Jul 2023
Commonwealth of Pennsylvania in PA	Temporary Personnel Services	May 2012 – Apr 2015
City of Harrisburg, Pennsylvania – Dixon University Center (PASSHE)	Temporary Staffing Services	Apr 2020 – Mar 2025
The School District of Philadelphia	Temporary Staffing for Professional Services	Dec 2018 – Nov 2021
Massachusetts Department of Environmental Protection	IT Professional Services	Sep 2012 – Present
State of MA – Operational Services Division	ITS77 Staff Augmentation	Jun 2021 – May 2026
City of Toledo in OH	IT Support Services	Jan 2013 – Dec 2014
Arizona State University, AZ	IT Support Services	May 2016 – Present
City of Buckeye, AZ	On-Call IT Design, Support and Installation Services	Aug 2018 – Jul 2023
City of Phoenix, AZ	IT Professional Services	Jul 2019 – Jun 2020

Client	Type of Service	PoP
University of Arizona	IT Services Staff Augmentation	Sep 2019 – Aug 2024
Laramie County School District in WY	Staff Augmentation Services	Jun 2011 – May 2014
Clark County in Las Vegas NV	Temporary Staffing Services	Aug 2011 – Jul 2013
City of Henderson, NV	Information Technology Staffing Services	Jun 2019 – May 2024
Miami Dade County Public School in Miami, FL	Temporary Staffing Services	Jan 2013 – Dec 2014
Collier County, FL	Temporary Personnel Services	Oct 2017 – Sep 2019
City of Coral Springs, FL	Temporary Employment Services	Jan 2020 – Dec 2023
State of Florida – Department of Management Services	Information Technology Staff Augmentation Services 3rd Bid	Sep 2020 – Aug 2022
Manatee County School District, FL	Temporary Staffing Services	Jul 2021 – Jun 2026
State of Idaho Department of Health and Welfare	Temporary Staffing Services	Sep 2016 – Sep 2017
Federal Home Loan Bank of Dallas, TX	IT Professional Services	Jun 2018 – Present
Lower Colorado River Authority, TX	IT Managed Services	Sep 2018 – Aug 2022
San Antonio Water System, TX	IT Consulting and Technical Support Services TO Contracts	May 2018 – Apr 2023
Houston Independent School District, TX	IT Contractors	May 2019 – Apr 2024
Houston Independent School District, TX	IT Recruiting Services	Jun 2019 – May 2024
World Bank	Temporary Staffing Services	Jan 2018 – Apr 2019
City of Stillwater, OK	Temporary Staffing FY19	Jul 2018 – Jun 2021
City of Chesapeake, VA	Temporary Staffing Services	Nov 2018 – Oct 2021
Fauquier County, VA	IT Consulting Services On-Call/As Required Services	Sep 2018 – Aug 2022
Arlington County, VA	Information Technology Staff Augmentation	Nov 2019 – Oct 2024
Hennepin County, MN	IT Consulting Services Program	Nov 2018 – Oct 2021
State of Maryland Department of Education	Temporary Help Services	Oct 2018 – Sep 2021
Newberry County School District, NC	IT Temporary Professional	Sep 2018 – Aug 2021
City of Everett, Washington – Community Transit	On-Call IT Consulting Services Roster	Nov 2018 – Oct 2021
Washington Health Benefits Exchange, WA	Information Technology and Professional Services	Dec 2019 – Nov 2023
City of Lakewood, WA – Pierce Transit	Temporary Staffing Services	May 2020 – Apr 2025
State of Vermont – Dept of Buildings and General Services	Retainer Contract Opportunity for IT Services	Mar 2019 – Feb 2022
State of Kansas Department of Administration	IT Services	May 2019 – Apr 2024
State of Kansas Department of Administration	Temporary Staffing	Apr 2020 – Mar 2025
State of Kansas Department of Administration	IT – Temporary Staffing	May 2020 – Apr 2025
Douglas County College District RE1, CO	IT Staff Augmentation	Aug 2019 – Jul 2024
Oakland County Purchasing Division, MI	IT Professional Services	Sep 2019 – Aug 2024
Wayne County Airport Authority, MI	IT Staffing and Project Services	Oct 2019 – Sep 2024
Metropolitan Nashville Airport Authority, TN	Temporary Staffing Agency Services	Dec 2019 – Nov 2022
Prosper Portland, OR	On-Call Temporary Personnel Services	Jan 2020 – Dec 2023

Client	Type of Service	PoP
State of Montana – Department of Administration	Request for Proposal Master Contract for IT Services	Mar 2020 – Feb 2025
The School District of Greenville County, SC	Temporary IT Professional Services	May 2021 – Apr 2026
City of Pittsburgh, PA	IT Professional Services	Jun 2021 – May 2026
State of North Dakota – State Procurement Office	IT Professional Services Contract Pool	Jul 2021 – Jun 2026

Exhibit 1: SoftHQ's Snapshot of Past Experiences

Leveraging the experience garnered over providing the similar services at the above agencies, SoftHQ will ensure to provide robust Temporary IT Staffing Services to the City. We have placed over 1400+ candidates to fulfil our client's requirements who are currently working at the above agencies. Below are the snippets of SoftHQ's experience successfully showcasing delivery of Staffing projects varying with different requirements on sizable contracts.

City of Irvine, CA

SoftHQ is providing Temporary Staffing Services for the City of Irvine in the areas of Project Manager, Solutions Architect, Network Engineer, Application Developer, Tester, Veterans Services Officer, Accounting and Finance Clerk, Administrative Support Supervisor, Claims Adjuster, Claims Case Manager, Customer Information Center Specialist, Exemptions Auditor, Facility Manager, Grants Specialist, Mail Clerk, Maintenance Supervisor, Planner, Procurement Analyst, Public Works Operations Field Coordinator, Records Specialist, Risk Management Specialist, and Secretary.

Orange County Sanitation District, CA

SoftHQ is providing the Temporary Employment Services for the Orange County Sanitation District for role categories such as Water Conservation Compliance Officer, Water Quality Management Specialist, Water Quality Technician, Wastewater Facilities Maintenance Supervisor, Wastewater Plant Operator I, Wastewater Plant Operator – Chief, Wastewater Plant Operator – Senior, Wastewater Plant Operator – Trainee, Utilities Maintenance Worker, and Graphic Designer.

Department of Resources Recycling and Recovery (CalRecycle), CA

SoftHQ provided Temporary Staffing services including General Administration, Accountants, Program Management, Network Services, Database Administration, Helpdesk Support Personnel, System Software Administration, Quality Assurance, Identity and Access Management, Business Intelligence services to the Department. SoftHQ provided IT solutions to support the Department in meeting its goals, objectives, getting in compliance with ITIL and CMMI-Dev ML5. With 21 On-Call SoftHQ employees, we were responsible in 50 different complex IT systems that were continually managed, upgraded, and enhanced to meet Department's business objectives and day-to-day operations.

We developed, tested, and installed the Next Generation Desktop Environment (NGDE), an end-to-end solution that delivers a personalized and customized Windows environment to 14,796 users, optimized for high performance. NGDE Tier 3 engineering support, and (most recently) Tasks included Citrix System Management / Load Balancing, Application / Server Troubleshooting, Server Deployment, Software Deployment, Operating System Patching, Third-Party Application

Patching, Anti-Virus Updates, System Backup Management, and Software Metering/Licensing. We included many systems security features not found in other thin client solutions, such as separation of root privileges, label-based access controls, type enforcement, and multi-level security policy. This enhanced security ensured that our solution is protected against insider threat as well as external attacks. For each of these solutions, we developed prototypes using our dedicated lab facilities, and we provided maintenance / user manuals, standard operating procedures, and customized customer training.

Los Angeles Housing and Community Investment Department

As the prime vendor, SoftHQ provides IT Professional Services and best-in-class analytical and research expertise to support the applications of the HCIDLA. We provide SMEs to support the existing programs and HCIDLA leadership in the establishment of modernized environment. Our support includes program services, clerical services, program administration, communications, IT, and management support. Our personnel provide full-suite systems development and IT support to the HCIDLA and employs standards and processes to provide full lifecycle development, operations, and maintenance support tailored to meet the HCIDLA needs. Our personnel use an iterative approach to system development that addresses the HCIDLA's need for flexibility and responsiveness to changing priorities.

San Mateo County Transit District and JPB, CA

SoftHQ provides On-Call Temporary Staffing Services to The San Mateo County Transit District ("District") and Peninsula Corridor Joint Power Board ("JPB"), with highly skilled and experienced professional and administrative personnel to meet their on-going business needs in the areas of Information Technology, Engineering, Marketing, Human Resources, Procurement, Finance, Administrative Services, and Maintenance Services.

Our services include providing temporary personnel for Accounting Assistants, Accounting Technicians, Customer Service Representatives, Distribution Clerks, Receptionists, Secretaries, Human Resources Specialists, Utility Workers, Data Technicians, Accountants, Contract Officers, Engineers, Database Administrators, IT Helpdesk Analysts, IT Analysts, Facilities Technicians, and Senior Accountants.

City of Murrieta, CA

SoftHQ provides IT As Needed Professional Services to the City of Murrieta with providing temporary personnel for General IT Services and also provides support for Project Specific Services. As part of General IT Services, we provide Application Developers, Web Developers, Mobile Application Developers, Systems Support / Production Support Analysts, Database Administrators, Desktop Technicians (Tier 1), Desktop Technicians (Tier 2), Network Engineers, Network Storage Administrators, Microsoft Windows Server Administrators, Project Managers, Technical Writers, Trainers, Telecommunication (VOIP) Specialists, GIS Technicians, and Cyber Security Experts.

Metropolitan Water District of Southern California

SoftHQ provides Agency Temporary Services to the Metropolitan Water District of Southern California in assisting their HR staff in providing temporary personnel to the Metropolitan in the following categories:

A. Category 1 – Professional and Administrative Services
B. Category 2 – Scientific
C. Category 3 – Technical
D. Category 4 – Information Technology
E. Category 5 – Legal

Sonoma County Water Agency, CA

SoftHQ provides IT Infrastructure and Support Services to the Sonoma County Water Agency in the areas of Network, Internet, Email, Application Management, Infrastructure Support, Network Security, Disaster Recovery, On-Site and Remote Client Services, 24/7 System Monitoring and Response, Documentation of Solutions, and External Connectivity as part of the Statement of Qualifications RFP.

Santa Clara County, CA

SoftHQ provides Healthcare IT Support Services to the Santa Clara County with Epic Visualization Business Intelligence Consultants/Developers, Epic Business Intelligence Reporting and Analytics Developers /Analysts, Enterprise Epic Business Intelligence Analytics Architects, Enterprise Healthcare Data Governance (Epic), Analytics Project Management (Epic), Data Warehouse ETL Developer and Administrator (Epic), Healthcare Data Scientist (Epic), Data & Systems Administrator (Epic), Project Manager, Program Manager, Epic Production Support, Application Coordinator, and Quality Program Manager.

Santa Clara County, CA

SoftHQ provides IT Professional Services to the Santa Clara County with Senior Consultant – Microsoft Private Cloud, Senior Consultant – Microsoft Business Intelligence, Senior Consultant – Microsoft Identity Management, Senior Consultant – System Center Configuration Manager, Enterprise Architect, Application Architect, Sr. Technical Lead and Application Designer, Business Analysts, Business Systems Analysts, Senior Business Systems Analysts, Business Intelligence Consultant, Solution Architect, Senior Data Analyst / Data Warehouse Analyst, Senior Lead .Net Developer (Web/Windows), Senior Lead Java Developer, Senior JavaScript Developer, Technical Lead / Team Lead, Senior Mobile Application Developer (Apple / Android), Lead QA Engineer, Senior Test Lead, Senior Systems Administrator / Systems Engineer, Senior Systems Administrator / Storage Engineer / DR Engineer, Senior Network Administrator / Network Engineer, Senior Network Engineer / VOIP Engineer, IT Security Specialist, Senior Systems Engineer – Cloud / Storage, Senior Systems Engineer – Telecommunications & Mobility, Senior Unix/Linux Server Administrator, Senior Mainframe Server Administrator, Application Developer, Program Manager, Project Manager, Senior SharePoint Consultant & Administrator, Senior Microsoft Infrastructure Consultant, Senior Records Management Consultant, Senior Document Management & Imaging Architect / Consultant, Service Desk Consultant, Senior GIS Consultant, Information Architect, Senior Exchange Administrator, Specialist – Organization Communication, SAP Financial and Treasury Consultant (FI/CO), SAP Production Planning and Materials Management (PP MM) Functional Consultant, SAP Grants Management Consultant, SAP Business Planning and Consolidation Consultant (BPC), Senior Search Analyst / Consultant, PeopleSoft HR/Pay roll Consultant, Kronos Consultant / Engineer, Senior IT Procurement Consultant, Senior Consultant – Filemaker, Archibus Consultant and Services, Senior Management Consultant, Database Administrator, Ombudsperson, Project and Risk Management

Coordinator, Taxonomist, Cobol Programmer, Microsoft Systems Engineer (Deployment & Migration), and Senior Consultant – Microsoft System Center Service Manager (SCSM).

North County Transit District, CA

SoftHQ provides Temporary Staffing Services to the NCTD with temporary personnel such as Administrative Assistants, Customer Service Assistants, Marketing Assistants, Human Resources Assistants, Document Clerks, General Laborers, Accounting Technicians, Accountants – Entry Level / AP Clerk, Accountants – Mid Level, Accountants – Sr. Level, Management Analysts, Systems Engineers, and Sr. Systems Engineers.

University of California – Office of the President, CA

SoftHQ provides Non-IT Temporary Professional Services to the University of California with temporary personnel such as Clerk, Senior Clerk/Assistant I, Clerical Assistant, Assistant II, Assistant III, Medical Front Desk, Administrative Specialist, Administrative Analyst, Executive Secretary, Executive Assistant, Administrative and Job Placement Assistant, Administrative and Marketing Assistant, Administrative Assistant – Bilingual Spanish, Administrative Assistant – Finance, Administrative Officer II, File Clerk, Office Administrator, Office Assistant, Office Manager, Receptionist, Accountant I, Accountant II, Accountant III, Accountant IV, Accounts Payable Specialist, Accounts Payable Clerk, Accounts Payable Coordinator, Accounts Receivable Assistant, Accounts Receivable Specialist, Accounts Receivable Administrator, Accounting Assistant I, Accounting Assistant II, Accounting Assistant III, Accounting Clerk, Accounting Coordinator, Senior Accountant, Staff Accountant, Assistant Accountant, Assistant Budget Analyst, Bookkeeper, Bookkeeper Clerk, Budget Analyst, Finance Manager, Senior Finance Manager, Financial Analyst, Senior Financial Analyst, Financial Analyst – Fund Accounting, Payroll Accountant, Tax Assistant, Light Industrial/Laborer, Custodian, Senior Custodian, Custodial Supervisor, Groundskeeper, Lead Groundskeeper/Gardner, Painter, Shipping and Receiving Clerk, Shipping and Receiving Laborer, Electrician, Lead Electrician, Refrigeration Technician, Carpenter, Plumber, HVAC Technician, Waitperson/Server, Cook, Food Service Worker, Lead Food Service Worker, Food Service Supervisor, Sous Chef, Captain, Cashier, Bartender, Dishwasher, Laboratory Technician, Laboratory Manager, Laboratory Assistant, Animal Care Technician, Junior Designer, Mid-level Designer, Senior Designer, Copywriter, Marketing Coordinator/Advertising Assistant, Marketing and Communication Assistant, Marketing/Communications Manager, Social Media Specialist, Content Manager, Event/Field Marketing Specialist, Trade Show Coordinator, Sales Administrator Assistant, Sales Coordinator, Sales Operations Administrator, Sales Support, Project and Communications Specialist, and Donation Marketing Specialist.

City of Anaheim, CA

SoftHQ provides Temporary Agency Services to the City of Anaheim with temporary personnel such as Administrative Assistant, Building Permit Technician I, Building Permit Technician II, Clerk, Customer Service Specialist II (Front Reception), Data Entry Operator, Executive Secretary, Office Specialist II, Personnel Specialist, Police Records Specialist II, Public Utilities Customer Services Representative II, Purchasing Assistant, Secretary, Senior Secretary, Accounting Technician, Accounting Specialist, Senior Accounting Specialist, Legal Clerk, Legal Secretary, Litigation Support Specialist, Library Classifications, Library Clerk, Library Technician, Librarian, Housing Specialist I, Housing Specialist II, Vehicle Technician I (Auto),

Vehicle Technician II (Heavy Equipment), Inspector Classifications, Building Inspector I, Building Inspector II, Fire Inspector I, Fire Inspector II, Water Utility Inspector I, Water Utility Inspector II, Skilled Craft Worker II, Laborer, HVAC Mechanic, Apprentice HVAC Mechanic, HVAC / Electrical Helper, Facility & Event Electrician, Warehouse & Tool Room Worker, Storekeeper, Alteration Worker, Cleaner/Setup Worker, Ticket Taker, Assistant Engineer, Associate Engineer, Senior Civil Engineer, Principal Civil Engineer, Principal Engineering Aide, Senior Engineering Aide, Assistant Power Engineer, Associate Power Engineer, Electrical Systems Designer, Senior Electrical Engineer, Senior Electrical Systems Designer, Management Assistant I, Management Assistant II, Staff Analyst, Administrative Analyst, Real Property Analyst, Accountant, Senior Accountant, Principal Accountant, Paralegal, Investigator – Legal, Mediator, Information Technician – Law Firm, Staff Attorney, Buyer I, Buyer II, Claims Assistant, Claims Examiner, Business Information Systems Analyst I, Business Information Systems Analyst II, Business Information Systems Analyst III, Business Information Systems Technician I, Business Information Systems Technician II, GIS Administrator, GIS Analyst I, GIS Analyst II, GIS Operator I, GIS Operator II, GIS Technician I, GIS Technician II, GIS Technician III, Information Technology Project Manager I, Information Technology Project Manager II, and Information Technology Project Manager III.

Superior Court of Imperial County, CA

SoftHQ provides Temporary Staffing Services to the Superior Court of Imperial County with temporary personnel such as Records Clerk, Clerical Assistant, Accounting Clerk, and Facilities Assistant.

California Public Employees' Retirement System

SoftHQ provides temporary IT Consultants as part of the CalPERS' IT Consultants Spring-Fed Pool in the areas of Business Analysis Services, Project Management Services, Architecture, Information Services, Application Development, Information Technology Service Management (ITMS), IT Infrastructure & Personal Productivity Services, Management Support Services, IT Privacy & Security Services, Specialized IT Support Services for Investment Systems/Business, User Experience Design, Strategy and Research, and Specialized IT Support Services for Actuarial Systems/Business.

Golden Gate Bridge Highway and Transportation District, CA

SoftHQ provides On-Call Temporary Staffing Services to the District with temporary personnel such as Administrative Assistant, Accountant, Accounting Manager, Accounting Specialist, Administrative Assistant, Art Supervisor, Asst Payroll Manager, Budget & Program Analyst, Business Information Systems Engineer, Buyer, Capital & Grant Programs Analyst, Comm/Electronics Supervisor, Comm/Electronics Technician, Contracts Officer, Customer Relations Assistant, Customer Relations Supervisor, Database Engineer, DBE Program Administrator, Digital Communication Programs Manager, Electronic Revenue Collection Analyst, Electronic Revenue Collection Manager, Engineering Contracts Officer, Engineering Contracts Assistant, Engineering Design Technician, Engineering Document Control Assistant, Env. Health & Safety Specialist, Executive Assistant, Facilities Engineer, Ferry Project Engineer, Help Desk, Human Resources Analyst, Human Resources Coordinator, Human Resources Technician, Lead Storekeeper – District, Leaves Analyst, Manager Ferry Maintenance, Marine Procurement Officer, Marketing & Communication Specialist, Marketing Coordinator, Marketing

Representative, Mgr of Real Estate Services & Property Development, Network Administrator, Office Coordinator, Office Specialist, Operation Analyst, Operation Manager, Payroll Manager, Payroll/Timekeeping Specialist, Principal (Finance Division), Procurement Analyst, Procurement Program Analyst, Project Manager, Public Affairs Specialist, Purchasing Officer, Safety Training Coordinator, Schedules Analyst, Schedules Technician, Security Emergency Management Specialist, Senior Business Info Systems Engineer, Senior Buyer, Senior Desktop Systems Administrator, Senior Engineering Design Tech, Senior Network Administrator, Senior Project Manager, Senior Systems Administrator, Senior Systems Engineer, Systems Administrator-PE Support, and Workers Comp & Liability Claims Administrator.

City of San Diego, CA

SoftHQ provides SAP Consulting Services to the City of San Diego with temporary SAP consultants such as Consultant – Functional (Onsite), Consultant – Functional (On Shore/Offsite), SAP Basis Administrator – Onsite, SAP Basis Administrator -On Shore/Offsite, SAP ABAP/BO Developer – Onsite, SAP ABAP/BO Developer – On Shore/Offsite, SAP Project Manager – Onsite, SAP Project Manager – On Shore/Offsite, Enterprise Architect – Onsite, and Enterprise Architect – On Shore/Offshore.

San Francisco Department of Health, CA

SoftHQ provides Information Technology Support Services to the San Francisco Department of Health in support of their requirement for resources and services that will support the City's efforts in the service categories such as Data Archiving and Preparation for Other Applications; Epic Phase 2 IT Specialized Consulting and Support for Epic Phase 2; Mental Health SF Specialized Support; and IT Specialized Consulting, Development, Reporting, and Support for myAvatar PM, CWS, and MSO.

Sonoma County Water Agency, CA

SoftHQ provides As-Needed Database and Web Application Services to the Sonoma County Water Agency to support their requirements with temporary personnel such as BI Developers, Sr. Dot Net Developers, SharePoint Developers, Sr. GIS Consultants, ETL Developers, and Java Developers.

Los Angeles Unified School District

SoftHQ provides IT Staff Augmentation Services to the LAUSD as part of the Consolidated IT Services Bench for the following specializations: Software Development, Network Infrastructure, Performance Tuning, IT Enterprise Security, Advisory, Project Management and Related Services, Data Center, Enterprise Reporting and Integration, and My Student Information Systems (MiSiS).

City of Sunnyvale, CA

SoftHQ provides Professional and Technical Support Services and Temporary Staffing Placement for Technology Contracting Services to the City of Sunnyvale for the following Service Groups:

- Group 1: IT Strategic Planning, Process Redesign and Performance Benchmarking
- Group 2: Infrastructure
- Group 3: Information Security
- Group 4: Software/Application/Database Development, Business Requirements Analysis, and Integration Services

- Group 5: Online Content and Collaboration / Enterprise Content Management
- Group 6: Geographic Information Systems (GIS) Services
- Group 7: Business Intelligence, Data Analysis, Open Data and Enterprise Service Business Services
- Group 8: Project Management and Implementation Services
- Group 9: E Records Management (eRM) Consulting and Document Scanning Services
- Group 10: SmartCities
- Group 11: Professional Technical Staffing
    - Business Analyst; Desktop Engineer; Network Engineer; Application Analyst (Series); Project Manager; Systems Engineer

City of Encinitas, CA

SoftHQ provides Temporary, As-Needed, Help Services to the City of Encinitas with temporary personnel such as Finance Technician, Accountant, Finance Analyst, Program Assistant, Administrative Support Coordinator, Executive Assistant, Management Analyst, Information Technology Technician, Information Technology Assistant, and Facility Maintenance Worker.

New York State Office of IT Services Disability and Aging Cluster

As part of our "Temporary Staffing Services" contract, SoftHQ as a Prime Contractor provides Project Management, Enterprise Solutions Engineering, Network Support Services and Application Development and Maintenance Support Services, Systems Integration, Information and Data Engineering, and Software Engineering to NYS ITS Disability and Aging Cluster. SoftHQ supports DA Cluster's goal to improve its IT business processes and implement new capabilities to provide better services to its customers. We use a fully integrated project schedule and the Team Track helpdesk ticket system to foster a performance-based culture, resulting in higher productivity from employees.

Arizona State University

SoftHQ partnered with the ASU to provide "Temporary Staffing services" and best-in-class analytical and research expertise to support the ASU. We provide SMEs to support the existing programs and ASU leadership in the establishment of modernized environment. SoftHQ has provided Administrative Assistants, Clerks, Custodians, Office Assistants, Receptionists, Accountants, Program Coordinators, IT Professionals such as Project Managers, Developers etc.

State of Idaho Department of Health and Welfare

SoftHQ has provided the Temporary Staffing Services for Idaho Department of Health and Welfare. During this contract we have provided Cashier I, Cashier II, Clerical Aide I, Clerical Aide II, Maintenance Worker, Laborer, Lifeguard, Administrative Technician, Equipment Technician, Professional Technician, Skilled Craft Worker, Program Analyst, Program Specialist, Custodial, Clerk, Secretary, Cook, and Food Handler to the department.

Collier County, FL

SoftHQ is in contract with Collier County for providing the Temporary Personnel Services for the job categories such as Contract Spec Writer, Construction Cost Estimator, Customer Service Clerk, Senior Field Inspector, Construction Inspector, 911 Administrative Specialist, 911 Public Safety Center Supervisor, 911 Radio Communications Analyst, 911 Radio Systems Administrator, 911

Systems Coordinator, 911 Records Technician, Accounting Supervisor, Administrative Support Supervisor, Claims Adjuster, Craft worker, Customer Service Technician, Electrical Inspector, and Facility Manager.

San Antonio Water System, TX

SoftHQ is providing the IT Consulting and Technical Support Services in the areas of custom computer programming services, Network Support Services, computer systems facilities management and operation services, computer software training.

Missouri Department of Transportation

SoftHQ is in contract with Missouri Department of Transportation to provide Accountant, Administrative Secretary, Claims Adjuster, Claims Case Manager, Code Enforcement Officer, Clerk, Customer Service Technician, Department Computer Support Specialist, Law Enforcement Telecommunicator, Mail Clerk, Meter Reader, Public Information Specialist, Records Management Specialist, Traffic Control Monitor, Traffic Signal Technician, Traffic Technician, Transportation Systems Technician, and Video Specialist.

Commonwealth of Pennsylvania in PA

SoftHQ was instrumental in providing a fully integrated team of personnel to support Commonwealth's Temporary Personnel Services. We have provided Administrative Assistants, Secretariats, Clerks, Data Entry Operators, and Program Managers. We addressed their mission critical needs by providing highly skilled, integrated teams of cleared personnel ensuring the seamless continuation of Clerks, Secretariats, Photo typists, Receptionists, Accountants, and Engineering Aides. We identified all key personnel deemed critical to manage the overall performance of Common Wealth's contract.

United Nations, NY

SoftHQ provided "IT and Admin Services" for UN in the areas of custom computer programming services, Network Support Services, computer systems facilities management and operation services, computer software training, administrative management and general management consulting services, and office administrative services. We deliver high quality contract systems staff to assist on projects to meet the following criteria: information technology projects of limited duration which do not justify the addition of permanent staff; required unique skills not possessed by available UN staff; and projects that are of an urgent or time-sensitive of nature.

City of Toledo in OH

SoftHQ offered IT Specialists for Network related and Software Services which included planning, business process re-engineering and workflow analysis, data migration services, systems testing, integration testing, installation, configuration, set-up activities that were having performance problems, quality assurance, planning, testing and deployment of COTS software upgrades, re-configurations and re-installation of COTS software environment, and customizations across City's enterprise as part of IT Managed Services.

Erie County in Buffalo NY

SoftHQ partnered with the County to provide IT Professional Services and best-in-class analytical and research expertise to support the applications of the County. We provided web application, design, prototyping, development and maintenance in accordance with Erie County's policies,

standards and security requirements, maintaining Section 508 compliance. We analyzed and recommended solutions for Web Development projects requested by the County's COR. All solutions were implemented upon approval of the COR utilizing HTML, ASP, FrontPage, Dreamweaver, Macromedia, Oracle 9AIS, Microsoft IIS 6, JavaScript, and MS IIS/.NET. All County's web design and support for the regional web pages, information technology web pages, and links were maintained and updated by SoftHQ. We routinely monitored all web pages and links while identifying, diagnosing, and resolving both complex and routine issues. We directly resolved or recommended changes which optimize the County's infrastructure. Our responsibilities consist of maintaining approximately 5 individual sites consisting of 65 web pages with approximately 4-5 links on each page.

Gwinnet County in Lawrenceville, GA

SoftHQ provided On-call IT services for Gwinnet County in the successful implementation and migration of enterprise-wide County's IT Infrastructure. To meet the ever-changing application development requirements and to deploy mission critical software releases on time, SoftHQ used CMMI ML5 – DEV processes that are tailored to meet the County's Software Development Life Cycle and enterprise architecture requirements. We supported various applications - Commercial off the Shelf (COTS), managing all COTS applications in County with .Net, JAVA, and SQL technologies along several high-profile mainframe applications, COTS implementation and integrations; such as SharePoint, SQL, and Oracle.

In lines with County's Software Development and Life Cycle Management (SDLCM), SoftHQ successfully conducted JAD sessions, designed, coded, tested and implemented a customized web-based solution. SoftHQ developed a Requirements Traceability Matrix (RTM) outlining how the design maps to the overall system requirements. We configured the baseline parameters based on the design specifications, created necessary custom components based on the design specifications. We demonstrated the overall solution to the project key stakeholders. We created a test plan and test cases for User Acceptance Testing (UAT), performed the UAT, certified the solution and acquired sign-off from the Contracting Officer, and prepared for production cut-over.

Monroe County in NY

SoftHQ provided Temporary Staffing Services in the support of end user driven requirements elicitation, Administrative Professionals, Program Managers, Clerks, Computer Operators, Accountants, and Technical professionals. Our SMEs provided Monroe County professional information technology (IT) services to support the full lifecycle for the COTS application. Our services included: Project Management, Production Support, Software Development/Enhancements, Database Administration, Test and Evaluation, Security Support, Change, Configuration and Release Management (CCRM), 508 Testing and Compliance, Operations support for production issues and referrals from the County Help Desk, and support for special reports and constant monitoring of databases.

Laramie County School District in WY

SoftHQ provided Staff Augmentation Services for Laramie County School District in delivering Senior Microbiologists, Research Chemists, Principal Chemists, Computer Operators, Administrative Clerks, Event Coordinators, Drafters, and Electronic Technicians. SoftHQ was instrumental in providing a fully integrated team with expertise and knowledge to support the County. SoftHQ effectively governed the contract through implementing management practices

based on PMI's PMBOK, and ITIL v3, program management tools, and executing technical tasks using our ISO 9001:2008 – complaint Quality Management System while delivering continuous improvement with CMMI ML5 practices.

Clark County in Las Vegas NV

As part of "Temporary IT Services" SoftHQ provided Infrastructure Support Services and SharePoint application support, employee skills as well as support from the corporate experts. SoftHQ provided SharePoint Operations and Management using ITIL V3 principles and Microsoft Best Practices. While performing routine administration, SoftHQ continuously looked for ways to improve the overall infrastructure. We assessed the current state of the SharePoint by performing a gap analysis against Microsoft Best practices and identified capacity and performance bottlenecks. We provided software and hardware troubleshooting and problem resolution support for Web based Portal environment. SoftHQ performed installation, configuration and deployment of SharePoint Portal servers for development and production environments. We created automated installation packages of client portal software by coordinating with COR and gathered all the details for the software and hardware specification and its functional requirement. SoftHQ maintained documentation of all the installation carried, details of any failed installations, revisions and updates required for the software.

SoftHQ performed administration and maintenance tasks such as installation, configuration, deployment upgrading, patching, system monitoring, performance analysis and tuning of SharePoint and its related systems. Additionally, SoftHQ performed activities such as site creation, provides technical expertise in new systems development, new feature or function evaluations, and enhancement of existing systems.

Bernalillo County, Albuquerque in NM

SoftHQ provided IT As-Needed Services for Bernalillo County in the areas of core Enterprise Operations, Event Monitoring and Management, Performance Monitoring, and Analysis as well as being the mission drivers for Data Services, Data Administration, and Database Management; Mission and Business Systems Services, Network Administration, and Management; and Enterprise Shared Application and Infrastructure Services, Administration, and Management. Field Service Support staff members also provided these services providing service support for servers, storage devices, and core applications running on County's infrastructure. SoftHQ provided Enterprise Hardware Maintenance and Repair; and Mission and Business Systems Services, Administration, and Management. Our Storage Administration and Management team provided regional- and enterprise-level storage and backup support for the County and its customers. Our team also provided Service Delivery Center, Data Center, and Equipment Room IT Management services.

When we had issues with patching domain controllers using established procedures, we recommended using System Center Configuration Manager (SCCM). This resulted in the team meeting County IA requirement for a readiness inspection three (3) weeks ahead of schedule and ultimately led to County adopting SCCM as its primary patching method, which reduces the cost of maintaining two systems and sets of personnel.

Massachusetts Department of Environmental Protection

As the prime vendor, SoftHQ partnered with the DEP to provide "Temporary Staffing Services" and best-in-class analytical and research expertise to support the applications of the DEP. SoftHQ provided administrative management and general management consulting services, and office administrative services. We delivered high quality contract systems staff to assist on projects to meet the following criteria: projects of limited duration which do not justify the addition of permanent staff. We have provided Data Entry Operators, Customer Service, Communications Engineers, Event Support Personnel, Payroll Admin, Legal Admin Assistant, Paralegals, Maintenance Workers, Skilled Trade Craft Workers, Environmental Specialist, Environmental Chemist, Field Inspector, GIS Analyst, Database Administrator, Land Survey Technician, Land Surveyor, Office Assistant, Records Specialist, Accountant, Administrative Assistant, and Tree Trimmer. Also, we provided SMEs to support the existing programs and DEP leadership in the establishment of modernized environment. Our support included program services, program administration, communications, IT, and management support. Our personnel provided full-suite systems development and IT support to the DEP and employed standards and processes to provide full lifecycle development, operations, and maintenance support tailored to meet the DEP needs. Our personnel used an iterative approach to system development that addressed the DEP's need for flexibility and responsiveness to changing priorities.

World Bank

Adhering to DoD Standard 5015.2 Design Criteria Standard for Electronic Records Management Software Applications, ANSI/ARMA Standard, and compliance to NARA standard of Developing and Implementing an Enterprise-wide Electronic Records (ERM), SoftHQ provides ERM implementation that include – records retention, establishing policies and procedures, access and indexing, compliance and accountability, and disposal of records and policies, procedures outlined to establish a pattern for systematic document retention and destruction. We develop and implement records retention policies and schedules across all business units and respective offices for all the captured records that are created or received by the office to conduct business and to categorize business records into either "official" records or "convenience copy" records. Our experts support the records retention schedule with legal research that includes the specific retention requirements applicable to the different client organizations, identification of vital/mission critical records that are essential to protect the financial, legal, and operational functions of the organization and its customers/employees/shareholders and preserve historical documents in media-appropriate archival conditions.

SoftHQ assists in implementation of organization-wide records management policies and procedures for records of all media types and determine the procedures for the creation, retention, destruction, access, and storage of electronic record.

SoftHQ also provides Electronic Message Capture and Management to capture, index, archive, delete, and make available electronic messages created and received by agency personnel, including .PST files. We provide fully operational and properly configured, integrated, and tested system to manage emails. We help the agency legal team and authorized personnel search, retrieve, and suspend the normal disposition of information relating to e-Discovery and investigations.

Federal Home Loan Bank of Dallas

As the prime vendor, SoftHQ partnered with Federal Home Loan Bank of Dallas in providing "Temporary Staffing Services" and provides best-in-class analytical and research expertise to

support the applications of the Bank. We provided Subject Matter Experts (SME) to support the existing programs and Agency leadership in the establishment of modernized environment. SoftHQ specific scope areas include Clerical, Administration Services, program services, program administration, communications, information technology, management support, and administration. SoftHQ's personnel provide full-suite systems development and support to the Bank and employs standards and processes to provide full lifecycle development, operations, and maintenance support tailored to the needs of the Bank. SoftHQ's personnel use an iterative approach to system development that addresses the Bank's need for flexibility and responsiveness to changing priorities.

LA County Department of Building and Safety

SoftHQ provided Temporary Staffing Services for Los Angeles County Department of Building and Safety to fulfil their requirements for Administrative, Clerical, Computer Operators, and Secretariats. SoftHQ performed this Firm-fixed price contract using CMMI ML5 best practices based on PMI's PMP and PMBOK, and ISO 9001. Our personnel have provided the Infrastructure support and Maintenance to the County.

Los Angeles Department of City Planning

As the prime vendor, SoftHQ partnered with the City to provide "Temporary Staffing Services" and best-in-class analytical and research expertise to support the applications of the Department. We provide SMEs to support the existing programs and City leadership in the establishment of modernized environment. Our support includes program services, Contract Administrators, Professional Administrative Support, Legal, Craft Workers, Typists, communications, Infrastructure Support, IT and management support. Our personnel provide full-suite support to the Department and employs standards and processes to provide full lifecycle development, operations, and maintenance support tailored to meet the Department needs. Our personnel use an iterative approach to system development that addresses the City's need for flexibility and responsiveness to changing priorities.

Employment Development Department (EDD) – State of California

SoftHQ provided "Temporary Staffing Services" for Employment Development Department to fulfil their requirements for Administrative Assistants, Customs Officers, Custodians, Accountants, Crafters, Food Workers, Computer Operators, Clerks, Document Writers, and Office Services Assistants. We delivered high quality contract systems staff to assist on projects to meet the following criteria: Administrative and information technology projects requiring unique skills not possessed by available EDD staff; and projects that are of an urgent or time-sensitive of nature.

A.2.3 Organization Structure

Leveraging our Lean Management Structure, we will establish clear lines of communication within our team. As the AM on this contract, Mr. Ponnam has a direct line of communication and reporting relationship with SoftHQ's CEO, Ms. Sindhura Thummalasetty as shown in the **Exhibit 2**. Our CEO has been extensively engaged in the development of this response and will continue to support program delivery after contract award. In addition to our internal alignment, we know that clear lines of authority and communication are critical to establish with the UCF's management team, its leadership, and the contractor community. Based on our experience supporting programs of equal scope and criticality, SoftHQ will develop a formal Communications

Plan and framework for UCF. The communications plan includes a detailed mapping, or "crosswalk," of each UCF stakeholder to SoftHQ's key staff members, leveraging the work described in RFP for Temporary Labor Services. An industry best practice format consistent with ITIL and Six Sigma, this plan defines roles and responsibilities for communication among the team, types of information and messages, frequency, and method of dissemination. Given the global nature of the UCF's mission, and the current op-tempo among the UCF, we know this extra focus is critical to ensure that all of the right stakeholders are informed and aligned with UCF's activities, outcomes, and impact. We will work with the Government for input and approval of this plan if required.

Mr. Kranti Ponnam will be the Primary Contact and Hemant Joshi Neupane will be the secondary contact persons for this contact. UCF can contact our account managers any time regarding the contract related issues or for any queries. Please find the Organization Chart below.

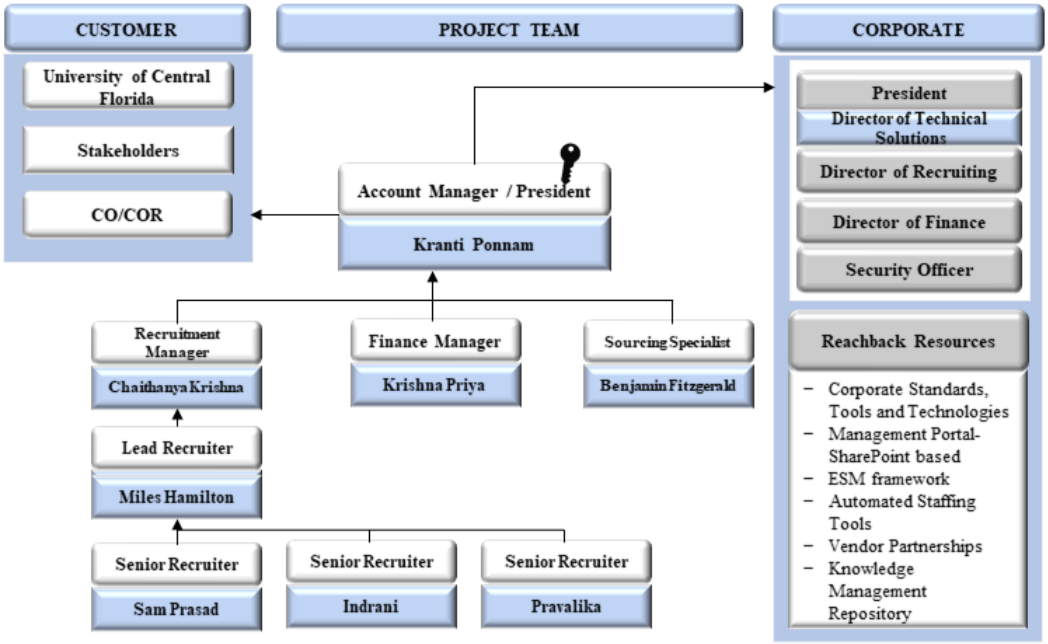


Exhibit 2: SoftHQ's Organizational Chart

SoftHQ has provided the above Organizational Chart illustrating our proposed Team members for the UCF. We tailored our management structure to provide a responsive team focused on the UCF and its customers. Our structure is designed for streamlined decision-making, quick vertical communication, and effective lateral coordination. Our approach also provides functional support experts in management, human resources, recruiting, and finance at no additional cost to the government. Above **Exhibit 2** illustrates our proposed organizational chart to successfully deliver the UCF's Temporary Labor Services contract while adhering to project control, cost, and schedule. Our lean and proven structure facilitates a one-call model ensuring the customer or stakeholder is able to make just one call to engage the proposed Account Manager to resolve questions, issues, or problems.

A.3 Provide Information On Your Company Size, Industrial Track Record, Financial Stability, And Years In Business, Etc.

A Minority Business Enterprise (MBE), SoftHQ is led by Kranti Ponnam, as President, along with Anil Sunkara, Director, Hemant Joshi Neupane, and Director-Consulting Services. Below **Exhibit 3** illustrates our Corporate Information.

Business Information	
Firm's Legal Name	SoftHQ, Inc.
Business Address & Headquarters	6494 Weathers Place Suite 200, San Diego, CA 92121
Business Phone Number	(858) 658-9200
Fax Number	(858) 225-6834
Email Address	rfp@softhqinc.com / kranti@softhqinc.com
No of Years doing Business	11+
No of Years Providing Proposed Services	11
Total Number of Clients in Proposed Services Field	21
Total Number of Public Sector Clients	64
Number of Full Time Personal	582
Number of Full Time Personal in the Proposed Services Fields	411
Regional Offices	Phoenix, AZ; Chicago, IL; Arlington, TX; Houston, TX; Herndon, VA; Fremont, CA; Alpharetta, GA; Cleveland, OH; and Minneapolis, MN
Contact Details	**Name**: Kranti Ponnam; **Title**: President **Address**: 6494 Weathers Place Suite 200, San Diego, CA 92121 **Phone**: (858) 658-9200; **Fax**: (858) 225-6834; **Email**: rfp@softhqinc.com
Names of Principal or Officers Authorized to Bind the Firm	
President	Kranti Ponnam (70%)
Director	Anil Sunkara (30%)

Exhibit 3: SoftHQ's Business Information

SoftHQ Inc. is a financially stable company with sufficient working capital line of credit as well as deposit accounts to support any surge contracts with a line of credit with a limit of $5,000,000.00 subject to meeting underwriting guidelines of our banker. SoftHQ hasn't gone bankrupt or filed for bankruptcy, or pending litigations, Liens or Claims, or planned office closures, since from Inception.

Since its founding, SoftHQ has been providing Temporary/On-Call/As-Needed/Staff Augmentation, IT Professional/Managed Services, temporary-to-hire, payroll, direct-hire and professional placement, and recruitment process outsourcing services to a variety of public and private sector clients supporting their mission critical systems and evolved into an Temporary Labor Service provider. SoftHQ has a well-defined business model based on different industry sectors such as Finance, Health Care, State Government, and Manufacturing clients. This business model lends us with the required financial stability to provide support to our Workers and meet our client's expectations. We perform onsite and offsite contract work for the US public sector clients using CMMI, PMBOK, ISO 9001:2015 and ITIL processes. From lessons learned over the last eleven years, SoftHQ brings proven capability to deliver qualified professionals with subject matter expertise on leading edge professional solutions tailored to federal agencies' requirements across administrative, financial, human resources, acquisition in lines with Federal Acquisition Regulation (FAR).

A.4 List A Minimum of Three Accounts That Have Similar Needs To UCF. University And/or College Accounts Would Be A Plus.

A.4.1 Reference #1 – Metropolitan Water District of Southern California

Agency Temporary Services	
Agency	Metropolitan Water District of Southern California
Address	Contracting Services Unit – Procurement, 700 North Alameda Street, LA, CA 90012
Period of Performance	Nov 2017 – Oct 2020
Contact Name	**Name**: Jacqueline Wright / Angelo Sarao; **Title**: HR Analyst III; **Phone:** (213) 217-7513; **Email:** J_Wright@mwdh2o.com / asarao@mwdh2o.com
Brief Scope of Services	
SoftHQ provides Agency Temporary Services to the Metropolitan Water District of Southern California in assisting their HR staff in providing temporary personnel to the Metropolitan in the following categories: Category 1 – Professional and Administrative Services; Category 2 – Scientific; Category 3 – Technical; Category 4 – Information Technology; and Category 5 – Legal.	

A.4.2 Reference #2 – Superior Court of Imperial County

Temporary Staffing	
Agency Name	Superior Court of Imperial County, CA
Address	939 W. Main Street, 2nd floor El Centro, CA 92243
Period of Performance	Apr 2020 – Mar 2023
Agency POC	**Name**: Laura E. Flores; **Title**: Director of Human Resources; **Phone**: (760) 336-3528; **Email**: lflores@imperial.courts.ca.gov
Brief Scope of Services	
SoftHQ is providing Temporary Staffing services for the Superior Court of Imperial County to supply Court with high-quality, cost-effective, professional and administrative temporary staff at the El Centro, Brawley, and Winterhaven locations. We provide Records Clerk, Clerical Assistant, Accounting Clerk, and Facilities Assistant.	

A.4.3 Reference #3 – Silverlinc, Inc.

Temporary Staffing Services	
Agency Name	Silverlinc, Inc. (Massachusetts Department of Environmental Protection)
Address	10620 Falcon Way #230, San Diego, CA 92131
Period of Performance	Mar 2012 – Ongoing
Agency POC	**Name**: Naga Chaithanya; **Title**: Sr. Account Manager **Phone**: (619) 905-5977; **Email**: naga@silverlinc.com
Brief Scope of Services	
As a Subcontractor to Silverlinc, SoftHQ is providing "Temporary Staffing Services" to the Massachusetts Department of Environmental Protection. SoftHQ provided administrative management and general management consulting services, and office administrative services. We delivered high quality contract systems staff to assist on projects to meet the following criteria: projects of limited duration which do not justify the addition of permanent staff. We have provided Data Entry Operators, Customer Service, Communications Engineers, Event Support Personnel, Payroll Admin, Legal Admin Assistant, Paralegals, Maintenance Workers, Skilled Trade Craft Workers, Environmental Specialist, Environmental Chemist, Field Inspector, GIS Analyst, Database Administrator, Land Survey Technician, Land Surveyor, Office Assistant, Records Specialist, Accountant, Administrative Assistant, and Tree Trimmer. Also, we provided SMEs to support the existing programs and MassDEP leadership in the establishment of modernized environment. Our support included program services, program administration, communications, IT, and management support	

A.4.4 Reference #4 – Golden Gate Bridge Highway and Transportation District, CA

On-Call Temporary Staffing Services	
Firm Name	Golden Gate Bridge Highway and Transportation District
Address	P.O. Box 9000, Presidio Station, San Francisco, CA 94129-0601

On-Call Temporary Staffing Services	
Period of Performance	Jun 2020 – Jun 2025
Contact Details	**Name**: Johnathan Lucas; **Title**: Sr. Buyer **Phone**: (415) 923-2091; **Fax**: (415) 923-2384 **Email**: jlucas@goldengate.org
Brief Scope of Services	
SoftHQ provides On-Call Temporary Staffing Services to the District with temporary personnel such as Administrative Assistant, Accountant, Accounting Manager, Accounting Specialist, Administrative Assistant, Art Supervisor, Asst Payroll Manager, Budget & Program Analyst, Business Information Systems Engineer, Buyer, Capital & Grant Programs Analyst, Comm/Electronics Supervisor, Comm/Electronics Technician, Contracts Officer, Customer Relations Assistant, Customer Relations Supervisor, Database Engineer, DBE Program Administrator, Digital Communication Programs Manager, Electronic Revenue Collection Analyst, Electronic Revenue Collection Manager, Engineering Contracts Officer, Engineering Contracts Assistant, Engineering Design Technician, Engineering Document Control Assistant, Env. Health & Safety Specialist, Executive Assistant, Facilities Engineer, Ferry Project Engineer, Help Desk, Human Resources Analyst, Human Resources Coordinator, Human Resources Technician, Lead Storekeeper – District, Leaves Analyst, Manager Ferry Maintenance, Marine Procurement Officer, Marketing & Communication Specialist, Marketing Coordinator, Marketing Representative, Mgr of Real Estate Services & Property Development, Network Administrator, Office Coordinator, Office Specialist, Operation Analyst, Operation Manager, Payroll Manager, Payroll/Timekeeping Specialist, Principal (Finance Division), Procurement Analyst, Procurement Program Analyst, Project Manager, Public Affairs Specialist, Purchasing Officer, Safety Training Coordinator, Schedules Analyst, Schedules Technician, Security Emergency Management Specialist, Senior Business Info Systems Engineer, Senior Buyer, Senior Desktop Systems Administrator, Senior Engineering Design Tech, Senior Network Administrator, Senior Project Manager, Senior Systems Administrator, Senior Systems Engineer, Systems Administrator-PE Support, and Workers Comp & Liability Claims Administrator.	

B PROJECT STAFF QUALIFICATIONS/EXPERIENCE

B.1 List the Total Number of Employees, Include Job Titles and Experience of Individual(S) Who Will Be Assigned To the UCF Account; Include Resume(S)

SoftHQ is a professionally managed company with Executives having more than 15+ years of experience in senior level management. Our management team is well conversant in working State and Local government agencies and has vast experience in identifying and staffing their complex T&M and Fixed Price projects and executing them to the fullest satisfaction of our customers and won accolades many a times. Our consultants are the key to our business, and they provide us and our clients with proven success and expertise in terms of both domain and technical expertise that makes any project a huge success. All the proposed Key Personnel are working from our headquarters at San Diego, and they were here since from the past 5 years and will serve the UCF throughout the Contract. All our below proposed Key Personnel are involved in all the projects mentioned in the experience Section of our proposal. SoftHQ assigns Mr. Kranti Ponnam as an account manager to this RFP. Please find the SoftHQ's Key Personnel Qualifications below:

B.1.1 Proposed Project / Account Manager: Kranti Ponnam

Position Title: President – Operations

Education: Master's in Engineering, Louisiana Tech University

Responsibilities:

Mr. Ponnam oversees SoftHQ's operations at the client site to ensure production efficiency, quality, service and cost-effective management of resources. He works to streamline internal processes and resources and to maintain a high level of customer service. He has expanded the

company's service and product offering from a single service to a multi-language, multi-platform mix.

Qualifications:

Mr. Ponnam is an IT architect with more than 11 years of IT experience as a senior consultant, team leader and project manager. He is experienced and has demonstrated expertise in technology strategy, enterprise architecture, IT governance, business process management, software development, infrastructure architecture, change management and quality assurance. His core domains of expertise are in enterprise architecture and business architecture; he has supported solution architecture and proposal authoring for other organizations, and also takes on roles of Virtual Chief Information Officer (CIO), enterprise architect and technology architect.

Mr. Ponnam also has over 16+ years of experience in Account Management, Operations, and Customer Relationship Management & Business Development. He has extensive experience in ensuring the timely and successful delivery of our staffing solutions according to customer needs and objectives. He has proven experience in communicating clearly the progress of weekly, monthly, and quarterly status updates to internal stakeholders. He is skilled in heading various State accounts to effectively manage day to day operations and liaising with key State agencies to gather requirements and understand overall functioning of existing resources. He is well versed in managing, motivating and leading teams for running successful business process operations with proven ability of achieving Service Delivery/Targets. He is skilled in identifying and growing opportunities within account, collaborating with recruitment team to ensure growth attainment. He has strong experience in managing on-site consultants and responding to all questions or concerns and proficient in generating client monthly reports and delivering to government Program Management Officer. He possesses excellent skills in building and maintaining strong, long-lasting customer relationships.

Core Competencies:

- Full life cycle recruiting experience from requirement gathering to fulfillment
- Lead account manager for multiple staffing implementations at State, Local, and Federal contracts
- Extensive experience in reviewing, negotiating, and signing all company Non-Disclosure Agreement's, Teaming Agreement's and Subcontract's
- Proven experience in assisting in the creation and implemented a new company Contracts procedure, which allows for better company documentation, providing ease when it is time for AMO Reporting
- Strong experience in scheduling company meetings and schedule meetings between executives and clients and experience in maintaining the company's equipment log
- Proficient in managing collection, documentation and distribution of all hardware and software equipment and possess strong experience in maintain accounts payable and accounts receivable, invoices, personnel files, and company reports
- Experience in scheduling initial screening and follow-on interviews as needed
- Proficient in writing company Staffing Services Agreement and distributed to team so company may begin pursuing staffing efforts

Professional Certifications:

- SAP America certified Finance and Controlling Consultant

- SAP America training on Materials Management and Sales and Distribution
- SAP America training on Business Planning and Consolidation (BPC) (formerly known as Outlook soft)
- SAP Leasing Courses for Lease Accounting integration with CRM

Years of Experience: 16+ Years

B.1.2 Proposed Alternate Account Manager: Rishi Joshi

Position Title: Director – Strategic Business Development

Education: UC Irvine, Business/Corporate Communications

Responsibilities:

Mr. Rishi will be the alternate customer liaison and act as a focal point for customer problems, questions or concerns. He will coordinate with the proper company personnel to provide timely and accurate answers for the customer.

Qualifications/Experience:

Mr. Rishi is an accomplished Public and Political Relations, Business Development and Marketing Executive with more than 20 years of progressive experience working in logistics and acquisition management with clients within the federal government, including NAVFAC, USCG, USAF and USNG; municipalities and private business settings, as well as local and international matrixed organizations. He has participated in executive corporate communications and marketing management and development. Mr. Rishi is an astute proven leader, diplomat and planner with extensive civil affairs, intelligence, strategic communication, education and training experience. He is an experienced global strategic planner and team builder with a keen focus on quality control, innovative problem solving, consensus building and project delivery in dynamic environments.

Mr. Rishi is an innovative and resourceful Account manager with 20 years of strong experience in Account and Project Management. He has extensive experience in developing relationships with all levels of management, clients and user groups. He is successfully leading various contracts such as City of Los Angeles Department of City Planning, City of Los Angeles County Department of Building and Safety, Los Angeles Housing and Community Investment Department, CalRecycle, UN, Prince William County, and Collier County. He possesses excellent working experience with complete Recruitment Lifecycle starting from quality hiring process includes coordinating interviews with client, selection till the successful accomplishment of project milestone. He holds strong experience of handling practically all aspects of IT professional and technical services related business with expertise in handling contracts for State and Local Agencies as well as for commercial sector clients. He has amply established productive, professional relationships with key personnel in assigned customer accounts.

Core Competencies:

- Executes complete programs, with content from subject-matter experts that include collateral, field engagement tools, detailed competitive analysis, press and PR engagement, sales training, lead generation, success stories, and event marketing
- Performs web-based research, cold calling for identifying prospects and subsequent follow-ups

- Understands the requirements of the qualified accounts/opportunities/clients, Firm up a unique value proposition addressing the opportunity, present the same to the decision makers in the account, negotiate and firm up the contract. Doing marketing research on prospects
- Keeps track of past and present prospects using relevant CRM techniques and marketing material
- Creation of scripts. Putting together white papers and case studies on services provided by company
- Expert in talent change performance management organizational design and development compensation policy development training development employee/ labor relations & union avoidance
- Vast experience in initiating, planning, executing, monitoring and controlling, closing, maintaining and supporting staffing contracts/ projects
- Well-developed leadership planning and execution skills with the ability to motivate and lead others in the pursuit of corporate goals and objectives
- Good understanding of state, federal government contracts setting contracts, negotiating, maintaining and success completion of various staffing contract. Excellent presentation and intangible selling skills
- Substantial experience in designing, implementing and managing full-scale sales and marketing plan geared to state/local government clients
- Proven experience in developing repeatable services and recruitment processes to insure creative sourcing of qualified candidates through a wide variety of channels i.e. sourcing, internet, employee referrals, community involvement, job fairs and internal employee database

Professional Certifications:

- Federal Program Management Certification 1998 (current)
- NAVFAC QCM Certification 2000 (current)
- Quality Management Systems and Process Improvement Certification 2002 (current)
- USACE CQC: 2000 (current)
- FAC-C level III Certification CON353 2000 (current)

Additional Information:

He is a member of the following organizations, among others:

- Society of American Military Engineers
- Military Officers of the United States of America
- Department of Defense Contractors
- Military Network
- National Defense Industrial Association

Years of Experience: 20 Years

Licenses:

- California life and Health
- Fire and Casualty Insurance License
- California and Hawaii Real Estate License

B.1.3 Recruitment Manager: Angela Wallingford

Position Title: Human Resources (HR) and Payroll Administrator

Responsibilities:

Ms. Wallingford is responsible for HR activities at SoftHQ. She coordinates all employment activities related to interviewing and bringing new staff into the company. This includes recruitment, background checks and I-9 compliance, e-verification of all employees and maintenance of employee information, as well as maintaining and updating the HR information system and I-9 records. She is also responsible for preparation, payroll processing, and all payroll related reporting functions, including reconciliation of timesheets, multi-site allocations and changes in payroll processing.

Ms. Wallingford is highly skilled Recruitment Manager with over 10+ years of excellent experience in staffing and recruiting management. She has been extensively working with Information Technology firms. She has proficiently worked in Human Resources staffing business, with successfully achieving targets and handling a large number of clients, including Fortune 500 corporations. She possesses expertise in recruitment process and resource management, sourcing strategies, recruitment process improvement and up gradation and compliance management. She is excellent in arranging and managing interview schedules between the clients and consultants.

Core Competencies:

- Expert in recruitment process and resource management, sourcing strategies, recruitment process improvement and up gradation and compliance management
- Proficient working on Requirements based on temporary administrative support such as administrative assistant, clerk, office assistant, receptionist, accountant, and many more
- Handling entire resource operation fulfillment functions for Global Delivery Center in India
- Team building and Management
- Expert in in-house recruitment & placing H1B candidates on Bench with different skill sets
- Interacting with Hiring Manger of End Client and discussing about the requirements with the team and the sourcing needs of them and fulfilling them
- Expert in recruitment at times using Dice and Monster and other job portals
- Teach how to drive and managed the entire recruiting process starting with identifying the requirement, posting positions on internet/ intranet, job boards, etc., sourcing resumes, finding and screening candidates to extending the offers and closing the positions successfully to the juniors
- Handling entire resource operation fulfillment functions for Global Delivery Center
- Additional skills include Job Diva, Zoniac, C-Pas, Web Pas, Lotus Notes, Monster, DICE, Net Temps, Jobs Ahead and other Software and Tools related to Recruitments, MS Office, MS Outlook, and MS Excel

Qualifications/Experience:

Ms. Wallingford has an MBA, with a Human Resources specialization. She has more than ten years of HR and payroll administration experience.

Years of Experience: 12 Years

B.1.4 Finance Manager: Krishna Priya

Position Title: Finance/Account Payable Manager

Responsibilities:

Ms. Priya is an accomplished, result driven Finance Manager with 11+ years of experience focused on creating and documenting billing process for various staffing and consulting projects. She has a strong background in cost accounting, month and year-end closing procedures, budget development, forecasting, variance analysis, and process improvements with a focus on accuracy and efficiency. She has extensive experience in managing cash receipts and Accounts Receivable (AR) collections and managing relationship with 3rd party providers such as PayPal. She is skilled in directing all Accounts Receivable functions, Sales Orders, Invoicing, Bank Deposits, and Cash posting on a daily basis. She is extensively experienced in handling invoicing and billing processes for various clients including DCP, DA Cluster, DHW, HCIDLA, UN, CalRecycle, and many more clients.

Core Competencies:

- Fully conversant with the CRM, invoicing, timesheet-tracking and payment to consultants, rate negotiations, contract writing and negotiations
- Supervised preparation of monthly, quarterly and yearly financial reports
- Organized financial records and created accounting systems for small businesses
- Skilled in performing routine accounting activities such as maintenance of the general ledger, preparation and distribution of various financial reports, payroll input, reconciliation of balance sheet accounts, and journal entries
- Resolved months of backlogged accounts, restored order and organization to processes/records in disarray, researched and solved billing issues to correct invoicing and journal entry errors previously missed
- Responsible for managing the billing and payroll functions including analyzing, documenting, and improving processes
- Setup new billing processes and procedures during new system implementation and ensured smoother transition for organization to deliver accurate invoicing to clients
- Streamlined AP procedures by implementing electronic invoicing for top 10 vendors and managed selection and implementation of online T&E submission of expenses

B.1.5 Director of Recruiting: Hemant Joshi Neupane

Position Title: Director of Recruiting

Responsibilities:

His current responsibilities include supervising our regional sales and delivery teams and directing a strategic recruiting and marketing plan designed to deliver results to our customers. Mr. Neupane has helped implement numerous onsite programs for clients.

Mr. Neupane is an IT professional with over 10 years of robust experience in Recruitment and Data mining industry including 9 years' experience in providing Direct/Indirect IT Recruitment/Sales customer support for US based clients. He has extensive experience in providing customer support services in staffing industry. He is skilled in accurately assess customer needs and concerns and documenting all information including name, contact

information, issue resolution process etc. Build sustainable relationships of trust through open and interactive communication. Provide accurate, valid and complete information by using the right methods/tools. He holds expertise in the areas of Resourcing, Head Hunting, Internet Research, Rate Negotiation, Technical Support, and Establishing Processes. He is self-motivated team player with excellent communication and organizational skills with excellent interpersonal skills.

Core Competencies:

- Extensive experience in providing customer support in staffing and recruitment industry
- Provides customer service to clients through outbound calls, live online chat and email communications
- Drives and manages the entire support process by having excellent customer service skills, strong attention to detail, good verbal and written communication, clear and pleasant phone presence
- Well versed with the recruitment process i.e. starting with identifying the requirement, posting positions on internet/ intranet, job boards, etc., sourcing resumes, finding and screening candidates to extending the offers and closing positions successfully
- Built sustainable relationships and trust with customer accounts through open and interactive communication
- Managed/monitored the project for customer support needs
- Mentoring team of customer support in developing a service-oriented attitude directed towards development and post-placement follow-up
- Ensures feedbacks from customer to further improve customer care
- Handles customer inquiries, complaints, billing questions and payment extension/ service request
- Expert in providing candidate feedback to hiring managers including reasons that the interview process needed to be streamlined, market conditions that affected their hiring process
- Diffuses and resolves various volatile customer's situation while maintaining the balance between the interests of the company and customer satisfaction

B.1.6 Lead Recruiter: Miles Hamilton

Position Title: Senior Technical Recruiter

Responsibilities:

Mr. Miles Hamilton has been a Senior Technical Recruiter with SoftHQ for the past 7+ years in San Diego. He is in charge of staffing for engineering, information technology, technical, administrative, clerical, labor, industrial, and skilled trade crafts professional positions. Mr. Hamilton has won numerous awards on a regional basis with SoftHQ, including Recruiter of the Year five times.

Mr. Hamilton has overall 7+ years of experience working as a Lead Recruiter with proven experience and handling full life cycle recruiting, salary negotiations, offer letters and full on-boarding process & managing applicants through the entire recruiting lifecycle. He is skilled in conducting searches for candidates using traditional and creative sourcing methods, including but not limited to: internal database searches-including pipeline candidates, networking using social networks and internet resources to include online searches, Internet postings and searching using search engines, technical groups and upcoming transition/re-market consultants in accordance with client needs. He is proficient in determining candidate suitability by evaluating the

requirement, negotiating compensation package, assessing relevant experience, education, skills and personal qualifications as well as candidate's hot buttons to determine candidate match to the job qualification, pay type/rate, relocation benefits, required H1 processing, etc. and obtaining candidate approval ('right to represent') and presents qualified candidates to clients through a customized resume including a compelling synopsis. He has successfully submitted candidates to open requirements in accordance with client mandated SLA's. He has experience in coordinating and assisting in scheduling technical and client interviews, including candidate interview preparation and debriefing. Pre-closing candidates on job opportunity and maintaining communication with candidates in the fulfilment process to understand viability of candidate for the position and maintaining a high level of daily/weekly production, measured against submittal, interview and placement activity.

Core Competencies:

- Proficient in managing recruiting and interviewing candidates
- Experience in handling assessments and carried out reference checks
- Hands-on experience in developing and identifying creative cost-effective recruiting strategies designed to identify qualified candidates through various recruiting tools including LinkedIn, Google searches, job boards, referrals, networking and job fairs
- Experience working with account managers to identify top accounts, target skill sets etc.
- Proven experience in to deliver high quality and quantity of candidates by utilizing strategic sourcing methodologies, internal and external networks, professional organizations, social media, branding initiatives and technology tools

B.1.7 Senior Recruiter: Sam Prasad

Position Title: Senior Recruiter

Responsibilities:

Mr. Prasad has been an administrative and light industrial recruiter for SoftHQ for the past four years. He has filled everything from entry level to Senior Management positions. He takes pride in his customer service abilities and strives to find the best possible position for his candidates every time.

Mr. Prasad has over 8+ years of experience working as an IT Recruiter with extensive experience in performing searches for qualified job candidates, using sources such as computer databases, networking, internet recruiting resources, media advertisements, job fairs, recruiting firms, or employee referrals. He has proven experience in developing or implementing recruiting strategies to meet current or anticipated staffing needs. He is skilled in advising management on recruitment process status with profound experience in attending team staff meetings to collaborate on recruitment, discuss successes and challenges in the process and make recommendations to help achieve recruitment goals. He has strong experience in interviewing candidates for open positions and screen to ensure qualifications match needs to position for which they are applying. He is proficient in producing and editing weekly schedules that incorporate staffing strategies and plans. He has substantial experience in creating and eliminating requisition for hiring new associates. He possesses strong knowledge and experience in managing and oversee daily operations for staffing clerical associates.

Core Competencies:

- Extensive experience in providing full-service recruitment, from identifying qualified candidates, conducting behavioral interviewing to placement
- Expert in using technology-based recruitment tools such as Monster, Dice, Clearance Jobs, CareerBuilder and other job boards, new media Social networking like LinkedIn and Facebook, and various user groups to identify and conduct productive conversations with candidates
- Skilled in obtaining and set up interview between applicants and client companies
- Experience in Recruitment of candidates for client companies
- Experience in preparing hiring authorities and applicants for interview process
- Hands-on experience in placing qualified and ideal applicants at client companies
- Experience in maintaining an accurate and detailed record of each employee in a customized database, including test results, references, and employment information
- Strong knowledge and experience in developing and maintaining staffing records – cancellation, float, master schedule and attendance records

B.1.8 Sourcing Specialist: Benjamin Fitzgerald

Position Title: Senior Recruiter

Responsibilities:

Mr. Fitzgerald is a Sourcing Specialist that is responsible for supporting our client accounts. He begins the working relationship of candidates during the lifecycle of a temporary employee. He is able to effectively communicate with new incoming candidates and is an asset to our program team.

Mr. Fitzgerald has over 7+ years of professional experience working as a Recruiter with extensive experience in Staffing and Data mining with more than 7+ years of experience in Direct/Indirect Recruitment/Staffing for US based clients. He has proven experience in recruiting for the US market and experience working in a fast-paced environment. He has hands-on experience in experience on recruiting US Citizen, GC, H1B's, TN Visa, EAD for various positions for candidates on Contract, Contract to hire positions on W2 and Corp-To-Corp. He holds expertise in the areas of resourcing, head hunting, internet research, rate negotiation, and establishing processes. He is expertise in handling sourcing assignments for full-time, contract and temporary employees, for both in-house corporate staffing requirements as well as for clients. He is proficient and effective in building positive relationships with personnel at all levels within the company and providing the highest level of service to meet the strategic needs of the organization Involve in full life cycle of Recruitment. He possesses strong understanding and massively working experience on US market with good understanding of recent information technologies and technical tools.

Core Competencies:

- Extensive experience in interacting with candidates and employees at all levels, for the purposes of scheduling interviews, on-site greeting and escorting, scheduling and escorting for fingerprinting, sending and collecting application materials, making candidate travel arrangements and conducting on-site testing and assessments
- Proven experience in sourcing candidates from user groups, internal database, web pages, active and passive candidates, and typical job boards (Dice, Head-hunter, Hot jobs, Monster.com, and Craig lists, etc.)

- Experience in providing candidate feedback to hiring managers including reasons that the interview process needed to be streamlined, market conditions that affected their hiring process
- Hands-on experience in managing the entire recruiting process starting with identifying the requirement, posting positions on internet/ intranet, job boards, etc., sourcing resumes, finding and screening candidates to extending the offers and closing positions successfully
- Experience in conducting full lifecycle recruiting including sourcing, screening and interviewing candidates for assigned projects
- Skilled in managing the complete recruiting cycle and providing training others to recruit effectively & developed, and adhering to professional staffing metrics
- Experience in Pre-screening / screening of candidate resumes
- Hands-on experience to update information in applicant tracking system

B.1.9 Senior Recruiter: Indrani

Position Title: Senior Recruiter

Responsibilities:

Ms. Indrani has over 9+ years of experience working as a Recruiter or Team Lead with extensive experience in Pre-screening and conducting individual and group interviews, utilizing research based, current assessment methods and techniques. She has proven experience in managing the applicant tracking system to track progress of searches, and documented leads and candidates. She has hands-on experience in strategizing with hiring managers to understand position requirements, short and long-term talent needs and conducted follow-up meetings with hiring managers and new hires to access hiring quality improvement initiatives. She has strong experience in developing, cultivating, and managing relationships with business partners and hiring managers to provide service excellence.

She is experienced in monitoring vacancy and turnover rates for service lines and develop strategies to address retention issues, collect, manage and analyze Wellness provider data to leverage resources and development within the program. She has substantial experience in designing the recruitment strategy for all new client programs and projects, working closely with senior executives and managers with profound experience in develop Talent Acquisition best practices to compete with marketplace candidate competition and generational industry drivers. She possesses strong knowledge and experience in managing special projects, launched social media recruiting campaigns, and developed strategies to improve the recruitment business process.

Core Competencies:

- Extensive experience in providing successful full lifecycle recruiting for Government contracts, financial openings & proposal efforts
- Proficient in cold calling for new employees, develop recruiting strategies and identify technical skillsets
- Experience in providing training to entry level recruiters in areas focused in - identification of candidates, cold calling, documentation/procedures, and salary negotiation
- Hands-on experience in identifying candidates through utilizing Monster.com, Careerbuilder.com, Dice.com, Clearedjobs.net, LinkedIn Recruiter, Social Media and Internal databases and Boolean search methods
- Experience in building applicant sources by researching and contacting colleges, employment agencies, social media (LinkedIn, Facebook, and Twitter) and internet sites

- Skilled in arranging management interviews by coordinating schedules of hiring managers and candidates with profound experience in reviewing and edits candidate's resumes for form and clarity
- Possess strong ability to negotiate and close candidates after a successful interview
- Strong experience in preparing and maintaining accurate tracking records, openings and reports for management review & experience in maintaining recruiting records, database and other related documents

B.1.10 Senior Recruiter: Pravalika

Position Title: Senior Recruiter

Responsibilities:

Pravalika is skilled and experienced Recruiter with more than 9+ years of extensive experience in full lifecycle of IT Recruitment process including sourcing, screening, and placing top talent candidates within demanding timelines. She has proven experience in conducting phone and personal interviews to quality consultants for open positions with strong experience in working with hiring managers to identify staffing needs, determine skills required, and identify the most effective timeframe. She is proficient in reviewing and editing resumes, perform reference and background checks, manage interview process, and negotiate salary. She has profound experience in performing advanced Boolean scripting using various platforms, including Clearance Jobs, Monster, and CareerBuilder. She has substantial experience in providing customer service by managing contracts and checking in with contractors weekly to ensure satisfaction. She is skilled in utilizing nationwide ad placement, outbound calling, database searches, networking, and referrals to identify potential candidates for corporate, on-site biometric screenings. She possesses strong knowledge and experience in completing employment verifications by request from subcontractors or outside agencies, complete background checks and payroll for contractors.

Core Competencies:

- Extensive experience in conducting phone interviews with candidates and follow up with potential subcontractors in order to meet interview and completed new-hire packet goals set by the Recruiting department.
- Experience in assess potential candidates to make on-the-spot hiring decisions for potential candidates.
- Proven experience in verifying professional licenses, credentials and references, and conduct background checks in accordance with company policies.
- Experience in conducting disciplinary coaching calls to subcontractors based on negative feedback from Staffing department and Program Management.
- Skilled in preparing and posting jobs to appropriate job boards.
- Strong experience in recruiting candidates utilizing a variety of sources to fill open positions.
- Experience in screening candidates resumes and job applications.
- Experience in conducting reference/background checks & organize and prepare work schedules for employees with proven experience in assisting in the orientation of new employees.
- Possess strong experience in e-verifying employment eligibility, and processing background and drug screening checks.

B.2 Clearly Identify The Skill Sets Your Staff Is Capable of Providing, And Clearly Indicate If Subcontractors Or Sub-Consultants Will Be Used. Identify Special Projects They Have Staffed, Any Membership In Professional Organizations Relevant To The Performance Of This Contract. Also Indicate How The Quality Of Staff Over The Term Of The Agreement Will Be Assured.

SoftHQ will dedicate a team of ten staff member to support the UCF requirements. They will assist in over-all provision of staffing services to the UCF. SoftHQ proposed team is capable of delivering proposed tasks in a timely manner. All SoftHQ's Key Personnel will work from the main branch San Diego, CA. SoftHQ confirms that we are not using any subcontractors for this RFP. Please find the details of the key personnel below in the given table.

Key Personnel	Brief Description of Roles
CEO – Sindhura Thummalasetty	Ms. Sindhura Thummalasetty is responsible for implementation of technology, direction and oversight of business operations and management of personnel who carry out daily operations. She provides leadership to staff who maintain account management policies, objectives and initiatives, while directing client retention and account strategies that increase revenue.
Account Manager – Kranti Ponnam	Mr. Ponnam oversees SoftHQ's operations at the client site to ensure production efficiency, quality, service and cost-effective management of resources. He works to streamline internal processes and resources and to maintain a high level of customer service. He has expanded the company's service and product offering from a single service to a multi-language, multi-platform mix.
Alternate Account Manager – Rishi Joshi	Mr. Rishi Joshi will act as a customer liaison supervising our regional sales and delivery teams, and directing a strategic recruiting and marketing plan designed to deliver results to our customers.
Recruitment Manager – Angela Wallingford	Ms. Angela Wallingford is responsible for HR activities at SoftHQ. She coordinates all employment activities related to interviewing and bringing new staff into the company. This includes recruitment, background checks and I-9 compliance, e-verification of all employees and maintenance of employee information, as well as maintaining and updating the HR information system and I-9 records
Finance Manager – Krishna Priya	Ms Priya is an accomplished, result driven Finance Manager with 11+ years of experience focused on creating and documenting billing process for various staffing and consulting projects, She has a strong background in cost accounting, month and year-end closing procedures, budget development, forecasting, variance analysis, and process improvements with a focus on accuracy and efficiency
Lead Recruiter – Miles Hamilton	Miles Hamilton is skilled in conducting searches for candidates using traditional and creative sourcing methods, including but not limited to: internal database searches-including pipeline candidates, networking using social networks and internet resources to include online searches, Internet postings and searching using search engines, technical groups and upcoming transition/re-market consultants in accordance with client needs. He is proficient in determining candidate suitability by evaluating the requirement, negotiating compensation package, assessing relevant experience, education, skills and personal qualifications as well as candidate's hot buttons to determine candidate match to the job qualification, pay type/rate, relocation benefits, required H1 processing, etc. and obtaining candidate approval ('right to represent') and presents qualified candidates to clients through a customized resume including a compelling synopsis. He has successfully submitted candidates to open requirements in accordance with client mandated SLA's.
Senior Recruiter – Sam Prasad	Sam has been an administrative and light industrial recruiter for SoftHQ for the past four years. He has filled everything from entry level to Senior Management positions. He takes pride in his customer service abilities and strives to find the best possible position for her candidates every time

Key Personnel	Brief Description of Roles
Sourcing Specialist – Benjamin Fitzgerald	Mr. Fitzgerald is a Sourcing Specialist that is responsible for supporting our client accounts. He begins the working relationship of candidates during the lifecycle of a temporary employee. He is able to effectively communicate with new incoming candidates and is an asset to our program team
Senior Recruiter – Indrani	Indrani has substantial experience in designing the recruitment strategy for all new client programs and projects, working closely with senior executives and managers with profound experience in develop Talent Acquisition best practices to compete with marketplace candidate competition and generational industry drivers. She possesses strong knowledge and experience in managing special projects, launched social media recruiting campaigns, and developed strategies to improve the recruitment business process.
Senior Recruiter – Pravalika	She is proficient in reviewing and editing resumes, perform reference and background checks, manage interview process, and negotiate salary

C OVERALL RESPONSIVENESS OF PROPOSAL TO SATISFY SCOPE/PROJECT APPROACH

C.1 Describe Your Company's Capacity in Providing Services in All Temporary Labor Areas, Including Non- Management, Management and Technical Categories. Also, How Do You Propose To Deliver These Services To UCF In A Timely Manner?

SoftHQ has capability of providing the Temporary personnel in all labor areas including Management, Technical and Non-Management. Since its founding, SoftHQ has been providing IT Temporary/On-Call/As-Needed/Support/Staff Augmentation, IT Managed Services, temporary-to-hire, payroll, direct-hire and professional placement, and recruitment process outsourcing services to a variety of public and private sector clients supporting their mission critical systems and evolved into an IT Staff Augmentation services provider. SoftHQ has a well-defined business model based on different industry sectors such as Finance, Health Care, State Government, and Manufacturing clients. This business model lends us with the required financial stability to provide support to our Workers and meet our client's expectations. We perform onsite and offsite contract work for the US public sector clients using CMMI, PMBOK, ISO 9001:2015 and ITIL processes. From lessons learned over the last eleven (11) years, SoftHQ brings proven capability to deliver qualified professionals with subject matter expertise on leading edge professional solutions tailored to state agencies' requirements across administrative, financial, human resources, acquisition in lines with Federal Acquisition Regulation (FAR).

Areas of Specialization

- Temporary / Permanent Staffing Services
  - Information Technology
  - Non-IT
  - Engineering
  - Administrative Clerical
  - Accounting / Financial
  - Legal
  - Medical / Healthcare
  - Scientific / Technical
- Program, Project and Portfolio Management
- Enterprise Architecture
- Information Technology Asset Management

- GAP Analysis
- ERP and Cloud Solutions
- Strategic Planning
- App Development, Maintenance and administration
- GIS Support
- Systems Integrations Testing and Implementation
- Network Management and Administration
- Database Support, maintenance & Administration
- Mobile Application Development
- Infrastructure Support Services
- Security Administration and Support Services
- Tier I, II, and III Technical Support
- On-Site and Off-Site Help Desk (24x7x365)
- Quality Assurance and Surveillance
- Emerging Technology Support

C.1.1 Our Approach to the UCF requirements

Since our founding, our client centric service philosophy has been a driving principle in our success. Our ongoing pursuit of excellence in this area has resulted in receiving numerous awards and a leading firm in talent management research. We will follow the following approach during the contract term within the timeframes that are mutually agreed in line with the UCF's requirements.

The UCF's request of need will initiate SoftHQ's streamlined job ordering process. SoftHQ has a standardized Job Order Response Process that provides an overview of how we will ensure the availability and qualifications of contractor personnel. The breakdown of SoftHQ's Work Order / Job Order request Response Process is as follows:

Step 1 –Work Order /Job Order Request Submitted

Work Order / Job Order is submitted by the UCF to a SoftHQ Account Manager, Mr. Ponnam via phone, fax, or the Internet. The Account Manager (AM) will act as a single point of contact for the UCF. The SoftHQ Electronic Procurement software can alternatively be utilized to automate the procurement process.

Step 2 – Acceptance of Order and Initial Response

The SoftHQ Account Manager accepts the order and enters it into SoftHQ's internal Office Automation database. The Account Manager will then respond to you within 30 minutes to confirm that they received the order as well as provide a status update. Further information may be requested at this stage from the contracting officer or department head at the UCF.

Step 3 – Job Order is Sent Out

Utilizing automated software, the Account Manager maps out the job order to the appropriate SoftHQ and subcontractor offices to identify the best candidates (if new recruits are required).

Step 4 – Evaluation Process

Once a qualified candidate is identified, SoftHQ completes a customized evaluation process for the UCF. This may include credit, criminal and drug screening as well as an in-depth review of

job requirements and expectations. SoftHQ understands that the UCF requires experienced candidates, and this requirement is included in over overall evaluation process. If the candidate meets all requirements and accepts the positions we will move onto the next step. If not, the previous step is repeated until a qualified candidate match is made.

Step 5 – Interview/Final Approval

The candidate is then interviewed or presented for a final approval by the UCF. If approved, the candidate is confirmed for a start date. SoftHQ will notify the temporary associate in writing with information specific to his or her assignment if the position is accepted.

Step 6 – Orientation

Prior to the start date, SoftHQ will provide the candidate with a full orientation on the job and the UCF environment, as well as information on how to complete their timecard or assign them a Badge/password for SoftHQ's Time and Attendance Processor (TAP) or Web Time Capture software, if the UCF decides to use these options.

Step 7 – Quality Control

On the first day of assignment, the SoftHQ Account Manager will conduct a quality control call to the candidate's supervisor. At the end of the first week, another quality control check will be completed. Afterwards, the SoftHQ Account Manager will conduct ongoing quality checks to ensure that the candidate is performing up to, or better than, expectations for the UCF.

C.1.2 Approach to Staffing

SoftHQ's approach to recruiting provides a robust model to address all the critical factors and services that are essential to the clients and employees for a successful outcome. This consultative model entails an engaged dialogue between Recruiter, Client and Candidate to enhance the level of partnerships with all stakeholders. Our recruiters approach every recruitment effort with a broad understanding of the specific operational needs of their clients and provide a robust and competitive pool of applicants. At SoftHQ, we work diligently to attract, recruit, and retain the most qualified and diverse candidates to support strategic, technical, operational, and service excellence goals of our clients.

With this approach, we are able to provide full career lifecycle planning services that specially designed to meet the unique need of temporary professionals. These services include global recruiting network, processing of professional work visas in the US, advanced training and development, marketing and placement of consultants, comprehensive employee benefits package, collaborative partnership opportunities and career planning. By this comprehensive approach which addresses all the needs of potential and current employees, we are able to attract high quality of staffing personnel, which in turn gives us critical competitive advantages. The SoftHQ advantage:

Being in the staffing services space for over eleven years has helped us cultivate and mature some of the best talent in the business. Some of our key strengths are:

- Management team having extensive experience and expertise in this business of more than 15 years
- Formidable force of highly technical recruiters for satisfying our clients' Staffing requirements

- Expert Immigration Support, to procure and retain non-immigrant workers. This is also extended to any non-immigrant workers requiring expedited Immigration support while they are still continuing to deliver on the client's team
- Proactive recruiting – Our team of recruiters are always on the look-out for highly skilled administrative professionals from higher educational institutions in the FL or willing to relocate, and have built a reputable list of talented candidates

We use several recruitment techniques to identify and recruit highly qualified individuals who share our goals and vision. As a knowledge-based consulting company, our first and most successful method of recruitment is by internal recommendation. We also recruit personnel through databases and job fairs such as TechExpo as well as through partnerships with specialized recruitment firms. We use job boards such as Job Diva, Dice, Monster, CareerBuilder, and Clearance Jobs to recruit employees nationwide.

As part of our full cycle recruitment process, we utilize an Applicant Tracking System that allows us to track and monitor applicants on a continuous basis. Thus, we maintain an active and updated list of qualified candidates. Our resume database contains over 500,000 qualified resumes. Top candidates are interviewed and pre-screened (reference and background checks, education, and credentials verification) and placed on a preferred list for future opportunities. When a position opens, we identify the skills, experience, and security requirements for the position, and search our candidate database to identify the best suited individuals. We then contact the qualified candidates to begin the hiring process. Our President assesses all candidates based on the same criteria as detailed in the job description. The best suited individual is selected for employment based on knowledge, skills, and cultural fit. With this proactive process, we screen individuals quickly and provide them with a formal offer pending client approval.

C.1.2.1 Sourcing Strategy

SoftHQ's proposed Account Manager (AM), Mr. Kranti Ponnam will interface with the County contract administrator and senior administration to understand the requirements through meetings and interviews to determine the skills and competencies required by the potential candidate, define the required experience in his/her field, and any other certifications or technical skills or technical training required to perform the defined tasks. Mr. Ponnam will develop a recruitment strategy in conjunction with the defined requirements outlining the recruitment process and schedule for the task completion adhering to the agreed service level agreements with County senior administration.

Our trained recruiting personnel will develop an accurate description of tasks to be performed by the potential candidate and lists out salient points of job nature in lines with the contract requirements. SoftHQ's resource coordination team will identify the available talent pool of resources on our bench who would fit the customer requirement and will provide feedback to the AM on the resource as appropriate. When we do not have the required resources on our bench, we will use our comprehensive database, which houses a collection of more than a 500,000 (database size) resumes. With it, we narrow down the pool of candidates skilled in leading-edge technologies and Microsoft Office Suite. We source the highest quality resources using the following sourcing methodologies:

- Referral Program
- Internal Resume Database
- Local Newspapers

- Job Boards
- Walk-in Drives

Mr. Ponnam and his recruitment team will develop an interview schedule after confirming with the County senior administration to conduct rigorous interview process, reference-checking, and hiring process to finalize the best candidate to suit their requirements. Whenever there is a requirement for confidential personal recruitment, SoftHQ will support such needs through a confidential recruitment model. We will establish our proven methodologies for testing the candidate's skills in support of pre-screening the candidates, and further support the County with the first and second round of interview processes. We will conduct in-depth reference checks, as explained in the below sections, for the finalized candidates. Mr. Ponnam will provide final selection and negotiation information to the County through our status reports.

Approach to filling "difficult to fill" Positions

Sourcing "difficult to fill" requires an integrated approach. SoftHQ offers a diverse range of candidate sourcing options to create the widest reach possible of scarcely available candidates.

To effectively and rapidly fill difficult positions, we go above and beyond the aforementioned sourcing techniques as listed below:

1. Enhanced Job Board and Web Advertising
2. Active Partnerships with technology and non-technology specific vendors
3. Direct Recruiting of similar technologies
4. Local Newspaper Advertisements
5. Local Media Advertisements

Employee Screening and Selection

Resume Validation

After identifying the resumes of the potential candidates, SoftHQ recruiters go through a stringent validation process which includes the following checks:

- Recruiter Interview: SoftHQ performs mandatory interviews in person or video conference. During the interview, we talk to the candidates about their past experience, technical expertise, level of knowledge, ability to communicate and ability to work in a team. These screenings usually provide good insight into a candidate's background and work experience. During this process, the recruiter addresses the following:
  - Job description, with a summary of the responsibilities of the role, and the required level of education, work experience and industry knowledge
  - Performance requirements, training/skills enhancement, and corporate culture/working environment
  - Expected pay rates and benefits, work culture, environment, and work hours
  - Employment type, depending on the type of the role: contract, contract-to-hire, full-time positions
  - Comfort level of the candidate for the listed position, aspects of the role with which he/she does not feel confident, restrictions regarding work schedules and other factors which could inhibit the candidate from taking on the role

- Insights into the technical aspects of the role, and concerns about the methodology or technology being used
- They obtain written acknowledgement/approval from the candidate that he/she is in agreement with all the aspects of the role with respect to compensation, benefits, job description, responsibilities, and type of employment

Behaviour-Based Interview

Behaviour-based interviewing allows SoftHQ's recruiters to identify each candidate's current and past accomplishments and their capabilities for future success. Recruiters conduct their interviews as in-depth and strategic conversations to gain a thorough understanding of the candidate's knowledge, skills, and abilities. Behaviour-based interviewing supports the premise that past behaviour is a predictor of future performance and has been found to have the highest predictive validity of any screening methodology. Research indicates that behaviour-based interviewing is two to five times more reliable than traditional interviewing methods. This not only helps to confirm the requisite skills, but the motivation and organizational fit to be successful in the County.

Software Assessments

SoftHQ extensively tests candidates on their software proficiency. Using the sophisticated evaluation and training system of *ProveIt!* SoftHQ's branch staff ensures that candidates possess the necessary skills for exceptional performance. The *ProveIt!* Tests provide the highest quality performance-based testing for virtually all of today's top office software on Windows and Macintosh operating systems. Prior to assignment, SoftHQ can test candidates on over 250 applications across several disciplines, with customized training and evaluation programs that simulate the work to be performed at locations within the County.

Administrative/Clerical:

The *ProveIt!* Testing allows in-depth evaluation of the various skill sets required for administrative and Clerical. Test titles include:

Administrative/Clerical Tests		
Business Writing	Microsoft Internet Explorer	Writing Sample (Letters, etc.)
Counting	Microsoft Office Suite	Vocabulary
Customer Service Mind-set Survey	Proof-reader Marks	Typing – General
Data Entry 10 Key	Punctuation	Microsoft Windows
Email Etiquette	Reading comprehension	Math Word Problems
English as a Second Language	Recruiting Fundamentals	Marketing Fundamentals
Filing by Name	Sales Concepts	Macintosh Basics OS 9
Following Verbal Instructions (Audio)	SAS 9 – Data Analyst	Spanish – English Bilingual
Following Written Instructions	Shorthand	Spanish Typing – General
Matching (Alphanumeric, Numeric, Images)	Translation Sample – Spanish to English	Spanish Office Grammar and Spelling
Human Resources Benefits Knowledge	Translation Sample – English to Spanish	Spanish Basic Reading Comprehension
Internet Basics	Spanish Basic Office Skills	Internet Research Skills
Interviewing and Hiring Concepts	Listening Skills (Audio)	Mailroom Management Skills
Software Testing and QA	Technical Terminology	Healthcare Benefits Knowledge

Exhibit 4: Types of Administrative / Clerical Test

Accounting/Finance Knowledge Tests:

For Accounting and Finance Positions, SoftHQ uses the *ProveIt!* Accounting and Financial Knowledge test package to evaluate core accounting and finance competencies. Testing titles include, but are not limited to:

Accounting/Finance Tests			
Accounting Terminology	Individual Income Tax	Sage MAS 90/200	Fixed Assets
Accounts Payable	Bookkeeping – Professional	Financial Management	JD Edwards
Accounts Receivable	MAS 90 – Bookkeeping	General Accounting	Simply Accounting
ACCPAC Pro Series	Microsoft Dynamics GP	General Ledger Knowledge	Cost Accounting
ADP – Payroll	MYOB Accounting Plus	Sage MAS 90/200	Financial Analysis
Advanced Accounting	Partnership Tax Accounting	Corporate Tax Accounting	Quicken
Auditing	Peachtree Accounting	Business Income Tax	QuickBooks Pro

Exhibit 5: Types of Accounting / Finance Tests

Tests include examples and illustrations from real – world accounting environments and cover general job categories such as Accounting and Bookkeeping, as well as numerous specialized accounting subjects such as Cost Accounting and Taxation. Customized test making is available. These tests are designed to provide the most accurate picture of a candidate's knowledge, skills and abilities and have the appropriate knowledge and experience in their area of specialization.

Technical/IT Evaluation:

All SoftHQ Technical/IT recruiters have the solid technical background needed to thoroughly qualify candidates and proven interviewing methods to identify skill levels and assess a candidate's true capabilities. All potential Technical/IT SoftHQ employees meet for one hour with a SoftHQ Technical Recruiter and a specialized Account Manager in a formal interview. The face-to-face interviews consist of candidates individually interviewing against the specific job requirements. The two-hour interview process determines specific experience, expertise, and suitability to a specific job and organization. An Executive Summary is then generated for your review from the candidate. SoftHQ retains a large pool of highly motivated and qualified technical professionals for the full scope of Technical/IT/MIS fields, including, but not limited to:

- Application Development
- Database Development and Administration
- Desktop and Servers Systems
- Network Analysis and Administration
- Programming and Software Engineering
- Project Management
- Software Testing and Quality Analysis
- Systems, Applications and Production (SAP) Management
- Technical Support
- Web Development and Administration

Technical tests include:

Technical Tests			
ABAP for SAP	JavaScript	DCOM	PHP
AS/400	Macintosh	DB2	SAS
COBOL	Network Security	Windows	SQL Server DBA
CORBA	PeopleSoft	E Commerce	TCP/IP
Data Entry Test (Numeric, Alpha)	Win2000 Test 1	Informix	Visual FoxPro
Delphi	PowerBuilder	Linux	ASP

Technical Tests			
HP-UX	Solaris	MS Exchange	C Programming
Java	SQL Desktop Applications	Novell	Cold Fusion
Lotus 1-2-3	UNIX	Perl	Crystal Reports
Lotus Notes	Win Runner	Win2003 Test 1	Software Productivity
MS Help Desk	Apache Web Server	RDBMS	Dreamweaver
Oracle	SQL Server Developer	Windows	Ten Key
Outlook	Cisco Network/Router	Sybase	HTML

Exhibit 6: Types of Technical Tests

- Reference Check: SoftHQ verifies every candidate's three recent, relevant references from a supervisor or a manager for the past ten years. We crosscheck the references in LinkedIn and use internal tools to validate their legitimacy.
  - *Reliability, Punctuality, and Attendance*: As part of our Background checks, our team will check the candidate's work ethics. We will assess the level of reliability the organization and the team could place on the candidate while on assignment, the punctuality at work and if there are any instances of project slippages, and his/her attendance.
  - *Time Management*: Our team will interface with the supervisor or a manager to understand the candidate's ability to manage tasks within the agreed timelines and meeting the SLAs.
- Pre-Screen Test/Interview: We use online skill measurement tools to assess the level of technical skills for every candidate. With technology evolving and clients requiring a combination of technical skills for a single role, we use a flexible testing mechanism that allows us to combine both skills in a single test and rate the skills. We ensure that every candidate goes through an online test for their skills through Brain Bench certification, then review their scores prior to submitting them to the customer. In the case of skills which cannot be adequately tested in an online test scenario, we perform technical screening and rate candidates on their skills, using a matrix.
  - *Communication Skills and Telephone Skills*: Our interviewers will assess the candidate's communication skills both verbal and written as part of our skills assessment. Our team will assess how the candidate understands the questions put to him/her and the way they are answered to analyze the telephone skills and the attentiveness, enthusiasm, and courtesy displayed during the call.
  - *Customer Service*: Our team will analyze the candidate's previous experience in handling customer's questions and how he/she handled the issues. This assessment will provide the detail analysis on the candidate's ability to understand the issue, how he/she resolved it, and the time taken to resolve it.
- Client Interview/Introduction: We ensure all our employees are introduced to the client for a discussion, for clients to fully understand the candidate's strengths and weaknesses. Our recruiting report is presented on every candidate, helping the client to narrow the selection from multiple candidates to the one who would be the best, both technically and culturally.

C.1.2.2 Retention Strategy

Our retention strategies revolve around three principles: best compensation, right environment and skill enhancement and training, as described in the below table. Our compensation is amongst the best available in the industry along with the incentives to perform for the key technical and

managerial staff. The compensation plan includes 401k and health care plans including FSA. This plan is constantly reviewed by the HR personnel and updated annual to ensure high retention and job satisfaction among contract personnel. The company promotes the work hard play hard philosophy. With our corporate sponsored events and workplace specific events, we ensure that employees are motivated for continual performance. Our training plan supports the career goals and customer goals to ensure higher employee satisfaction.

Retention Element	SoftHQ's Approach to Retention
Staff Training	▪ Our team follows formal training processes, appraised at CMMI ML5 and continuously improved through implementation of ISO based practices ▪ Training needs are identified at the individual contract level and sent to the AM and HR Manager for action ▪ For certifications, employees are reimbursed after sending a copy of the certification and necessary justification and approval by a supervisor ▪ For formal trainings required to meet customer objectives, the AM obtains the necessary approval from SoftHQ's President and implements the training in close coordination with the HR ▪ When trainings are mandated by the organization, a formal training calendar is sent out to all employees along with the plan to meet the organizational objectives ▪ At least 1% of the Purchase Order revenue is set aside for training and performance improvement
Performance Management	▪ The performance management is primarily done through job definition, modelling right behavior at the customer place and customer feedback ▪ Superior performance is immediately rewarded through the target incentive program ▪ Long term performance is rewarded through promotions and recognition at the higher levels. Corrections to the performance is achieved through formal and informal counselling sessions

Exhibit 7: SoftHQ's Approach to Employee Retention

SoftHQ offers a Total Compensation package that includes a competitive salary, comprehensive benefits, an excellent working environment, and opportunities for professional growth, for example, employer-paid, job-related training, and certification programs. Our Total Compensation package helps us to retain some of the best-trained employees in the industry.

SoftHQ strives to make our employees feel appreciated, and to keep our workplace fun and interesting. For example, we offer a Weekly Cash Bonus program to our Help Desk employees. Each week, we award a $25 bonus for outstanding customer service to one Tier 1 technician selected from each team of five technicians. Similarly, we award a $50 bonus to every one of ten Tier 2 technicians. This program provides the dual benefits of cheerful and enthusiastic service for our clients as well as improved morale and employee retention. SoftHQ uses our proven approach to corporate training and professional development.

i. We provide our employees with a mature work environment that includes innovative projects, latest technology, and expert mentors, ensuring professional growth every day. Our Director of Program Management Office (AMO) and managers are responsible for ensuring that our employees develop professionally during their contract tenures
ii. We provide onsite training, in the form of traditional classes, online classes, mentorships, briefings, and invited speakers. We pay for professional certification programs and examinations. We typically allocate at least 1% of gross receipts for training contract personnel

iii. We encourage all our full-time employees to participate in offsite opportunities for professional development, including seminars, conferences, training programs, certifications, or other activities. In many cases, we reimburse all or part of the cost. We believe that our attention to employees, including our Total Compensation package, helps us to attract and retain the most skilled, motivated, and productive employees in the industry. We have a greater than 97% retention rate as against the industry standard of 83%, as indicated in the below table. Our low turnover rate guarantees continuity of the highest quality of services to our customers.

Company Name	2021	2020	2019
SoftHQ, Inc.	99%	98.82%	98.56%

Exhibit 8: SoftHQ's Retention Rates

C.1.2.3 Ability to Match the Employee's Knowledge, Skills, and Abilities to those required for Each Specific Assignment

SoftHQ has several mechanisms in place to assess and enhance the technical competencies of its staff. We will conduct an online pre-screening test and a thorough technical interview conducted by the experts from Corporate AMO along with the soft skill interview conducted by the President of SoftHQ. This analysis will result in securing a highly competent technical staff for the UCF's Temporary Labor Services program. The results of the interviews will be collated in the form of staff skill set matrix. Our pre-screening is a proven and effective process leveraged from numerous occasions in the past. Not only do we screen, test, and interview the candidates, but we also clarify the position we are trying to fill. The skill set matrix rates technical and soft skills for every individual at the contract level and corporate level to maintain the minimum competency required for the contract.

SoftHQ's sourcing and screening process provides us with appropriate data on all the qualified candidates from which we are able to make comparisons between candidates, resulting in the final selection of the best candidate. Our screening process is one of the best in the industry, and we have had tremendous success in providing the best available resources. Our process eliminates ambiguity regarding the match of the candidate to the position. Our process validates the candidate's qualifications for the job and allows the candidate to confirm that the value proposition of the role is a good fit. Our screenings require time and dedication from all the people involved in the process; however, they allow us to avoid the mistake of a poor hire – which has historically proven to be more expensive and time consuming yet.

C.1.2.3.1 Position Analysis and Customer Outreach

SoftHQ's AM will lead the engagement, with the support of our recruiting team, who is formally trained in recruiting. This team is closely aligned with the technical team, performing the detailed analytics of the role, job description and scope of the assignment, to fully understand the customer's role expectation and level of experience required to successfully perform the job duties.

SoftHQ will interact with the relevant stakeholder from the customer's end to clarify any open issues, gather additional information about resource requirements, create detailed job descriptions and understand the open positions' value proposition. Because of our past experience and exposure to skills and open lines of communication with our customers, we will not only evaluate resources on their technical abilities, but also their cultural fit and alignment with the future of the organization.

C.1.2.3.2 Ability to Attract Qualified Personnel

SoftHQ's Employer Branding is a collection of ideas and beliefs that influence the way current and potential employees view an organization and the employment experience that the organization is offering. We communicate the UCF's culture and values and help to ensure employees are passionate about. And fit in with, the organizational culture to help to move the UCF forward. It helps us recruit highly skilled and promising new employees and it enhances their loyalty by increasing their identification with the UCF. It also raises the UCF's visibility in the job market and makes it stand out from the competition.

SoftHQ's HR Manager will conduct a research to develop an Employer Value Proposition to convey it across to all the potential hires. We will convey the potential for growth, benefits, work culture, and flexibility at UCF with clear and factual proof points. We will convey the retention rates, conversion rates, employee satisfaction surveys, and create UCF brand awareness and attractiveness among the potential hires.

C.1.2.4 Methods for Drug Testing and Background Screening

SoftHQ provides unmatched employment screening services and hiring solutions, and stringent quality standards.

- Social Security Number Verification
- Identity Search
- Employment Screening Reference Check
- Education Check
- Credit Check
- National Criminal Database Check
- County Criminal Check
- State-wide Criminal Check
- Federal Criminal Check
- Sex Offender Check
- OIG, FACIS or Sanctions Check
- Motor Vehicle Records
- Sex Offender Registry Check
- Medical History Check

Drug Screening

Strategically aligned with the largest laboratories in the U.S. and numerous hospital/clinic networks to extend comprehensive coverage for all types of testing and sends applicants to their nearest location.

Each associate signs a degree/certification verification form authorizing SoftHQ to verify education. This form also provides degree/certification types, dates and institutions where earned. Our staff then calls each institution to verify. This service is conducted on a client specific basis.

**Please note that credit reports for employment purposes are different than a standard credit report. All our reports are FCRA compliant.*

C.1.2.5 Training

SoftHQ continues to develop the skill sets of the individuals and advance their professional careers. Training on modern technologies and maintaining technical capabilities are part of the corporate culture for greater responsibility and growth. Training is critical to maintaining proficiency with cutting edge technology. Our individual development program begins with completing an individual skills assessment to determine individual and site-unique training requirements. Individual training plans will be reviewed by the SoftHQ's AM. SoftHQ has developed, and is using internally, an automated training and skills database. This system not only tracks the training that each employee has received, but also categorizes and describes each employee's skills and competence. Using this database, SoftHQ's AM will efficiently and productively search for employees with the skills to meet purchase order requirements.

By working closely with the UCF, SoftHQ will proactively determine training requirements before task initiation and identifies program staff best suited to receiving training. When new skill requirements can be forecasted, productivity increases because there is no delay in ramping up assignments. We provide several types of training such as corporate training, on-going training, task training, and security training.

SoftHQ's ongoing training supports career advancement and correction of any personnel problem areas as part of our goal of overall continuous quality improvement. Our AM and operational staff identify specific areas they feel their staff need to focus on to remedy specific technical shortfalls in skills, improve their knowledge of emerging technologies, or focus on areas for improvement. Once these areas are identified, the AM creates and posts individual training plans to a SharePoint-based portal. If a staff member's technical weakness or problem areas cannot be addressed through training and certification, the AM works with corporate HR POCs from across SoftHQ to implement formal Performance Improvement Plans (PIP). The PIPs are addressed through SoftHQ's corporate (or subcontractor) HR process as a structured method to achieve desired performance. If an employee fails to achieve a performance or behavior objective, he/she will be terminated.

SoftHQ delivers effective management of personnel vacancies by ensuring undivided attention of management on purchase order staffing levels and work product quality. We set skill search criteria for candidates in our automated staffing tool and continuously screen qualified candidates. Upon the identification of a vacancy, the AM collaborates with corporate resources to rapidly fill vacancies.

C.1.2.5.1 Testing Methodology

SoftHQ conducts need based testing for its Employees. Employees require approval from the client manager, to participate in the requested training program. Our testing program is designed to meet today's employment challenges and test worker aptitude and attitude through a combination of intelligently selected questions from preparation programs for widely accepted and internationally recognized tests.

SoftHQ performs comprehensive aptitude tests for Workers to measure and assess technical skills, management skills, business knowledge, and communication skills. The type of tests includes telephonic, written, and technical discussion. We perform telephonic interviews consisting of aptitude questions for the required skill set. This is considered primary round of interview to assess technical, communication and business skills of the worker. During the test, interviewer asks

questions from a question bank, designed to test the required skills, and then assess candidate's aptitude based on his/her answers.

The feedback is passed to the AM and human resource representative for further decision. If adjudicated favorably, depending on their geographical proximity and urgency of the requirement, candidates are asked to come for a face to face interview, during which they are required to undergo an online written aptitude exam designed to test problem solving skills. SoftHQ leverages some of the most advanced and widely accepted test questions from preparation programs to measure candidate's aptitude, verbal and written communication, and problem-solving skills. After the test, candidates are interviewed by the technical experts to ensure that they possess the required depth of skills to meet or exceed client requirements.

If a face to face interview is not possible, the candidates are subjected to a second round of telephonic interview to ensure that we are submitting the right candidate for the requirement. The second round consists of technical discussion with an expert, to assess the depth of knowledge on the required skills.

C.1.2.5.2 Test Plans

SoftHQ Selection Process is an interactive testing and training system which was designed exclusively for use by SoftHQ, on behalf of its clients, to evaluate employee skills and skill levels leveraging Brain Bench. The evaluations are presented in a hands-on process. The person being evaluated must actually perform the functions to complete the process. The results are then provided in comprehensive, detailed reports that include error rate, completion time, and percentage of test completed, number of keystrokes, forms per minute, and much more. Two sample distinct formats for testing are provided and both are interactive:

- Brain Bench Computerized Skills Evaluation for Office services
- Performance Monitor for Technical and Light Industrial skilled associates

But, the SoftHQ evaluation system goes one step further than simply evaluating skills. SoftHQ offers specialized office staffing solutions and experienced associates in a wide range of industries, including, but not limited to:

- Finance
- Insurance
- Legal
- Information Systems
- Sales/Marketing

As associate's knowledge of a certain industry is measured through questioning during the interview, as well as complete reference checking to verify the information. SoftHQ associates' office skills are measured through the Brain Bench Certification process which offers 80 customized formats. The skills evaluation component tests include, but are not limited to, the following:

- Knowledge of Software Applications
- Speed, Law, and Statistical Typing
- Standard Letter Form
- Transcription
- 10-Key Speed

- Alphanumeric Data Entry
- Numeric Data Entry

With the computerized Skills Evaluation System for office services employees, Clients can be assured the associates we assign to help them will possess the administrative and office services skills requested.

In addition to standard word processing functions, our Computer Skills Evaluation System evaluates basic, intermediate, and advanced knowledge of the following software applications just to name a few. There are hundreds of evaluations:

- Windows Operating Systems
- Microsoft Office Suite (All Versions) including:
  - Word
  - Excel
  - Access
  - Outlook
  - PowerPoint
- Accounting Functions from Clerk to Financial Statements
  - QuickBooks
  - Peachtree

Performance Monitor:

In addition to skills testing, SoftHQ can test applicants to determine potential performance and integrity issues. We can evaluate an applicant's likelihood of success in a particular position and if it is something they will enjoy doing. We also recognize that a common problem in hiring is finding workers who are not only qualified, but also have high standards. Our employee's complete integrity testing so we can determine the probability of violent, dishonest, fraudulent, undependable Behavior or theft and avoid placing people with these tendencies.

C.1.2.5.2.1Sample Assessment Tests

Below **Exhibit 9** provides a sampling of the assessment tests available:

Specialty	Available Test Sampling
Finance / Accounting	▪ Accounting Terminology – Basic and Advanced ▪ Accounts Payable ▪ Accounts Receivable ▪ Auditing ▪ Bookkeeping – Professional ▪ Commercial Collections ▪ Corporate Accounting ▪ Cost Accounting ▪ Financial Analysis ▪ General Accounting ▪ Revenue Accounting ▪ General Ledger ▪ Sarbanes-Oxley (SOX) ▪ Microsoft Office Modules – 97/XP/2000/2003/2007/2010/2016
Professional / Administrative	▪ Basic Office Skills ▪ Basic Computer Skills ▪ Business Etiquette

Specialty	Available Test Sampling
	▪ Customer Service Mindset Survey ▪ Bilingual Proficiency – French Canadian/English, German/English, Italian/English, Spanish/English ▪ Data Entry – Hardcopy and Onscreen (10 Key, 10 Key with Decimals, Alphanumeric, Check Number, Inventory Database ▪ Software o Microsoft Office Word – 97/XP/2000/2003/2007/2010/2016 o Microsoft Office Excel – 97/XP/2000/2003/2007/2010/2016 o Microsoft Internet Explorer – 5.0/6.0/8.0 o Microsoft PowerPoint – 97/XP/2000/2003/2007/2010/2016 ▪ Telephone Etiquette ▪ Typing – Hardcopy and Onscreen (1, 3, and 5 minutes)
Software	▪ Adobe – Various ▪ FileMaker Pro 6 ▪ Lotus Notes – Various ▪ Microsoft Access – Various ▪ Microsoft Excel – Various ▪ Microsoft Outlook – Various ▪ Microsoft PowerPoint – Various ▪ Microsoft Word – Various
Technical	▪ Engineering/design ▪ Internet-/intranet-related principles ▪ Mainframe and midrange ▪ Networking and groupware ▪ Operating systems ▪ Programming languages ▪ Relational database management systems and related applications ▪ Troubleshooting and help desk

Exhibit 9: SoftHQ's Sample Assessment Tests

To further test high-level technical abilities, SoftHQ uses the knowledge and expertise of technical subject matter experts. These subject matter experts include veteran staff members (generally working as technical managers or project managers) and technical advisors. Subject matter experts interact with recruiters and client hiring managers to understand the nature of the position and construct a customized battery of questions/scenarios, designed to evaluate a candidate's critical thinking and problem-solving skills specific to the position. This high-level interaction evaluates a candidate's suitability to a specific high-level technical position the way no standardized test can.

C.1.2.6 Approach to Subcontracting

SoftHQ has partnerships with 1000+ vendors to provide business innovation and growth across the organization reliant on the contributions of a diverse workforce and established diversity partnerships that fall outside of our direct coverage area. Our primary objective is to provide UCF with timely responses, qualified candidates, and best-in-class service, regardless of source or location. Subcontractors are selected based on project scope, contract award structure and business breakdown by location. All temporary employees sign non-disclosure agreements and our subcontractors sign teaming arrangements that mirror our client's contract terms and conditions.

C.1.2.7 Response Timeline and Performance Guarantee

SoftHQ, after receiving a request /order from the UCF, the turnaround time to place a qualified temporary employee is typically four (4) hours. Specialty positions require an 8 to 24-hour turnaround, and ASAP orders generally can be filled within two (2) hours. SoftHQ utilizes a proprietary software system called Office Automation (OA). Our OA allows the Account Manager, Mr. Kranti Ponnam to instantly identify a select group of candidates that match the job descriptions submitted by the UCF. This allows the SoftHQ branch office to expedite job order requests by the UCF by identifying candidates instantly. SoftHQ's streamlined job order process will ensure that our response time meets all the requirements of the UCF.

SoftHQ will supervise, control and shall take appropriate action to address in a timely manner through disciplinary action, performance counselling, and additional training, to rectify any performance or conduct problems identified by the client relating to the assigned employees.

In the event that the employee is unable to fulfil his job duties or into a conduct problem we will provide a replacement within 7 business days for non-critical positions. We understand the importance of availability and will have additional staff trained and ready to back up existing resources in case of any unforeseen emergencies for mission critical programs and projects. These additional resources can also be used on an as-needed basis during peak times or for supplemental coverage as needed and to maximize flexibility and efficiency. We will provide the client with a staffing plan that includes on-call and backup resources for surge or emergency situations. We will take appropriate measures to provide 24/7/365 coverage, if required by the client.

In an event where SoftHQ fails to place a temporary employee within the mutually agreed time, SoftHQ will utilize its Active Partnerships with technology and non-technology specific vendors (subcontractor capabilities) to place the candidate within 36 hours.

SoftHQ gives the quality of resource and time of turnaround a much higher consideration than the profitability/margin on that one resource. Our average time required to identify an appropriate resource upon receipt of a client request is following:

Tasks	**Responsibilities**	**Recruitment Timeline (Number of Hours)**					
		<=2	**2-8**	**8-12**	**12-16**	**16-20**	**20-48***
		Note: These are examples of steps. Each situation may be different					
A. Client Requisition							
▪ Analyze client staff requisition and write synopsis of the requisition	▪ Account Manager ▪ Alternate Account Manager						
▪ Submitting position description and client requirements in Job diva tools							
▪ Identify any necessary qualifications							
▪ Assigning to SoftHQ team lead through internal Job diva tool	▪ Recruitment Manager						
B. Identify Consultant (3 – 5 Consultants)							
▪ Check if there is matching skilled consultant available "on bench"	▪ Recruitment Team						
▪ Identify existing skill sets and candidates within SoftHQ Job diva database							

Tasks	Responsibilities	Recruitment Timeline (Number of Hours)					
		<=2	2-8	8-12	12-16	16-20	20-48*
		Note: These are examples of steps. Each situation may be different					
▪ Post job to external job sites (SoftHQ website, Dice.com, Monster.com, CareerBuilder.com and shared with approved subcontractors).							
▪ Sourcing candidates from various job sites by conducting Boolean search and detailed communication with prospect consultants.							
▪ Sourcing candidates from our internal employee pool.							
▪ Sharing the requirements with our consultants by posting them on our internal website for internal referrals.							
C. Pre-Screening and Interview (SoftHQ)							
▪ Executing a comprehensive pre-screening that confirms motivation, previous experience, salary, skill level, required education/certification/ license, clearance and potential team fit.	▪ Recruitment Team						
▪ Pre-screening includes online test (using Prove-It, Brain bench & internal tools) and general knowledge test.							
▪ Discussing salary requirements and relocation needs with candidates							
▪ Providing SoftHQ overview and explain benefits							
▪ Evaluating attitude and aptitude by discussing team scenarios							
Skill Evaluation ▪ Conducting initial assessment of the candidate's qualifications ▪ Conducting detailed interviews based on job requirement	▪ Experts						
Soft Skills Evaluation ▪ Evaluating candidate's communication, creativity, analytical thinking, diplomacy, flexibility, change-readiness, problem-solving, leadership, team building, and listening skills							
D. Evaluation (SoftHQ)							
▪ Preparing the feedback form to summarize the results of the interview and update Job diva with qualified consultants	▪ Recruitment Manager						
▪ Relaying interview results to the consultants							
▪ Checking consultant's references	▪ Account Manager						
E. Submission to the UCF							
▪ Creating skilled matrix matching required skills with experience of consultants to present consistent skill summary to client	▪ Recruitment Manager ▪ Account Manager						
▪ Submitting resumes with a Skill summary of the selected consultants and references to the UCF							

Exhibit 10: SoftHQ's Response Timeline

C.1.2.8 Benefits to Employees

SoftHQ offers all our employees standard benefits including:

- Medical options offered by a premier insurance company
- Flexible-spending and dependent-care accounts that allow our employees to take advantage of even greater tax savings
- Competitive dental options through the largest dental plan in the US
- Group life insurance, long-term disability coverage, and optional life insurance
- 401(k) Plan

Employees have a wide variety of investments from which to choose, to best fit their individual and families' financial needs. Moreover, SoftHQ has a special relationship with an established credit union/bank that caters to employees and employer groups, within the technology sector. For convenient banking transactions, we offer direct deposit to our employees throughout the United States.

Because SoftHQ believes in a healthy work/life balance for our employees, we pay time-off program, which allows employees to enjoy vacations, holidays, and personal days.

C.1.2.8.1 Health Care Options

SoftHQ provides Health Care Options to all its employees which includes Medical, Dental, and Vision.

C.1.2.8.2 Payment of Premiums

SoftHQ pays 50% and the employee pays 50% of the premium for the employee's coverage. Employees who desire to enroll their eligible dependents must pay the premium for the dependents' coverage.

Employees should refer to their copy of the Summary Plan Description (SPD) for details on eligibility, enrolment, plan benefits and how to access the benefits. Employees can obtain a copy of the SPD for each program from and direct benefit questions to the group administrator. SoftHQ reserves the right to interpret, change, modify or terminate any or all of the terms and conditions of the Group Insurance Programs.

C.1.2.8.3 Sick Time Pay

Upon completion of a 90-calendar day service requirement, each eligible employee accrues entitlement at the rate of 1 hours of sick pay for every 30 hours worked. There will be an accrual cap of 72 hours and any unused sick time can be carried over to the subsequent years.

The purpose of sick pay is to continue the pay of qualified employees during periods of non-work-related disability to the extent of entitlement as outlined above. Sick pay is intended for sickness or injury of self [or of dependent children]. Sick pay does not extend to time off to care for other family members unless state law provides otherwise. In the case of employees who work 30 or more hours per week, sick pay may also be used for routine medical or dental appointments for the employee [or the employee's dependent children]. Sick pay can be used in increments of no less than one-half hour. Accumulated sick leave has no value at the time of termination of employment or transfer to an exempt position.

C.1.2.8.4 Benefits / Vacation – Holiday

In compliance with the David-Bacon and Related Acts, SoftHQ provides a comprehensive Holiday Pay for all the recognized Federal Holidays observed by the Federal and State Agencies, and/or vacation pay adhering to the Labor standards.

C.1.2.8.5 Parking – Reimbursement for the $50 parking in the Building

SoftHQ provides a reimbursement for the $50 parking in the Building.

C.1.2.8.6 401(k)

SoftHQ provides a Retirement Plan Account for all its employees.

C.1.2.8.7 Training Plans / Services Offered to the Temporaries

On-the-Job Support

On – going training program is an essential ingredient to hone the capabilities of the staff and achieve continuous improvement. Recommendations that are provided after assessment session are taken into consideration and weekly training or on-going training plans are developed. A knowledge management strategy will be developed to address the current skills development process through comprehensive methods and training sessions that are more valuable and that retains UCF's capital knowledge. We provide training on knowledge management methods to motivate and encourage the culture of information sharing and collaboration among the service desk staff. SoftHQ performs on-the-job training sessions on modern technologies and procedures and while discussing issues, also provides training on issue resolution that equips the personnel with the knowledge and skills required to carry out tasks/services efficiently.

The need for training on modern technologies and skill improvement are collated and structured into the training plan aligning with objectives of on-going training processes. The prepared training plan will be presented to the CO for the approval and implementation. Upon approval, training schedule will be prepared and implemented on temporary staff. The results from training will be documented in the recommendations plan.

C.1.2.8.8 Benefits Accrual Rollover

For temporary employees, the total hours of employee benefit/vacation benefits that can be carried over are based on the normal number of hours per week that the temporary employee is scheduled to work as of December 31st of the previous calendar year. Vacation benefits that are carried over must be used in that following calendar year. Unused carried over vacation benefits cannot be carried over from year to year.

C.1.2.8.9 Evaluation of Employee Job Satisfaction and Customer Satisfaction Level

SoftHQ will perform, on a regular basis, Internal Quality Reviews (IQRs) of applicable services processes, documents, and procedures to ensure that requirements are being properly established and implemented. Our AM provides insight into potential corrective actions and process improvements by providing visibility into the specific areas of conformance and non-conformance.

As part of our IQRs, SoftHQ will use the Employee Job Satisfaction Survey Form to understand the employees' level of job satisfaction in his/her role. We will utilize this survey to understand the areas of concerns and any other important information that would lead to improve the

employee's job satisfaction levels. We will also identify any additional motivational factors to enhance his/her job satisfaction resulting in improved performance. Similarly, SoftHQ has a customized Customer Satisfaction Survey Forms to understand the customer satisfaction levels. The IQR Form will be used to prepare the topic for the review. These reviews may take the following forms:

- Surveillances, short monitoring periods of actual work in progress. Surveillances are conducted to ensure compliance in the day-to-day operations processes that support the program
- Interviews with process or service stakeholders will be used to assess customer satisfaction, process compliance, and actions for continual process or service improvement. Interview schedules will be defined by the AM with input from the appropriate team leads and the Program Manager
- Document/process walk-throughs involve stepping through a documented process with the process owner or operator that the process is operating as documented or to evaluate whether additional improvements or efficiencies can be realized. These process walk-throughs may take the form of a team meeting, a peer review, or an informal/formal one-on-one review
- Review of process work products, outputs, and/or records. These reviews may occur ad-hoc, but the results will be reported to the process or service owner through formal channels such as a Corrective/Preventative Action Requests (C/PARS), documented nonconformity, or scheduled review meeting
- The AM will maintain records of IQRs, C/PARS, Issues and Risks, and Lessons Learned

C.1.2.9 Recruitment Sources

We use several recruitment techniques to identify and recruit highly qualified individuals who share our goals and vision. As a knowledge-based consulting company, our first and most successful method of recruitment is by internal recommendation. We also recruit personnel through databases and job fairs such as TechExpo as well as through partnerships with specialized recruitment firms. We use job boards such as JobDiva, Dice, Monster, CareerBuilder, and Clearance Jobs to recruit employees nationwide.

As part of our full cycle recruitment process, we utilize an Applicant Tracking System that allows us to track and monitor applicants on a continuous basis. Thus, we maintain an active and updated list of qualified candidates. Our resume database contains over 500,000 qualified resumes. Top candidates are interviewed and pre-screened (reference and background checks, education, and credentials verification) and placed on a preferred list for future opportunities. When a position opens, we identify the skills, experience, and security requirements for the position, and search our candidate database to identify the best suited individuals. We then contact the qualified candidates to begin the hiring process. Our President assesses all candidates based on the same criteria as detailed in the job description. The best suited individual is selected for employment based on knowledge, skills, and cultural fit. With this proactive process, we screen individuals quickly and provide them with a formal offer pending client approval.

C.1.2.10 Policy and Procedure for Ending a Temporary Work Assignment

Once a Work Assignment is completed, our Account Manager will get the confirmation from the UCF's Contract Administrator or CO or relevant stakeholder for official signoff of the work assignment of Temporary personnel. After the signoff, our Account Manager will ensure that the Temporary personnel handovers the Government Furnished Equipment (GFE) to the relevant UCF

security manager. In conjunction with our safety and security manager's instructions and policies, we will ensure that our temporary personnel signoffs the work assignment. As part of handing over the GFE, our AM will ensure that our candidate handovers the security badges, laptop or phones, access cards, and other relevant equipment.

C.1.2.11 Policy and Procedure on Quality Assurance and Problem Resolution

SoftHQ's QCP is designed to ensure that management and service delivery either meets or exceeds the requirements of the UCF's QASP. SoftHQ's QAP, QCP, and PMP work breakdown provide an interconnected response to accomplish the UCF's Temporary Labor Services objectives, track, and control the work to achieve consistent delivery of operational tasks and meet the scope of services desired outcomes to agreed quality performance levels. The tasks define the work to be performed, and SLAs are used in developing quality performance metrics.

The AM will perform in-progress or conformance inspections as part of our QA and QC procedures. Our methods of inspection and performance thresholds will reflect the requirements outlined in the UCF's QAP. Formal audits for compliance verification will be coordinated with the SoftHQ's corporate management. UCF's inspection results will be provided to the SoftHQ's senior management.

The AM is responsible for planning quality into all deliverables, designs, plans, engineering solutions, reports, and reviews and ensuring quality staff performance in work areas by matching skills with job requirements and the technology architecture supported. Our AM will monitor the defined quality standards and metrics with respect to the UCF's Objectives based on the QCP. They also have the responsibility to identify and report unacceptable trends in quality performance to the UCF-cognizant representative, as well as the COR, and immediately act to define remediation actions or, if necessary, develop and put in place a corrective action plan.

Our QAP will have an efficient and proven process improvement, outlining correction action plan to prevent the problem from recurring. We will utilize the existing incident logging/management system and integrate with service management toolset to provide integrated support for all the defined processes. We achieve the deficiency detection through our process improvement approach outlining deficiencies detected in the process including, but not limited to:

- Detection of quality-related problems
- Identification of responsibility
- Evaluation of importance
- Investigation of possible causes
- Analysis of problem
- Prevention action
- Process controls
- Disposition of nonconforming items
- Permanent damages

Our AM will work with the UCF stakeholders to identify indicators and the associated measures (Metrics) needed to control performance and predict future status of processes. The below metrics will help determine the incidents occurrence, impact on the service functions, and used to monitor deficiencies and effectiveness of QA processes and procedures:

- Number of reviews (QA activities) conducted

- Status of non-conformance incidents identified
- Status of action items open/closed/on-hold
- Number of days to correct and close a non-conformance incident
- Customer satisfaction levels relating to service quality
- Trends for process improvement
- Lessons learned

C.1.2.11.1 Implementation of Corrective Measures

To resolve poor performance, our quality planning occurs in partnership with the UCF, as UCF Management team plays an active role in the finalization of the Quality Control Plan (QCP) and its tailoring to meet specific job description task performance requirements. The QCP specifies the surveillance, inspections, and controls necessary to achieve specified levels of quality and identifies the personnel, procedures, controls, records, and forms to be used. It provides a systematic method for identifying, tracking, and resolving quality issues throughout the employment/recruitment lifecycle and identifies the processes and tools required to execute the plan. Our QCP operate in 3 phases: Planning, Monitoring and Control and Close-Out. Below **Exhibit 11** identifies key features of our QCP by phase.

Feature to Control Poor Performance	Benefits to the UCF
Planning	
▪ Apply lessons learned from > 11+ years managing public sector programs to create an achievable QCP ▪ Apply domain knowledge/understanding of UCF mission, environments, and QA standards	▪ Customer needs matched with the right mix of QA management tools, technical expertise, and skills ▪ Responsiveness to unanticipated, changing QA program performance requirements, or staffing needs
▪ Assign account manager with superior experience in performance management at job order level ▪ Establish an accountable and empowered single point of contact and direct lines of authority	▪ Managers and staff anticipate QC needs and respond rapidly to customer mission requirements ▪ Transition of quality performers maintains continuity and program risk management
▪ Create measures to monitor/report performance ▪ Develop performance standards and service levels ▪ Monitor performance against agreed to standards ▪ Recognize achievement by performance measures	▪ Ensured QA performance levels/customer satisfaction ▪ Facilitate QA performance improvements ▪ Fulfil QA contract goals ▪ High morale and retention maintained among all staff
Monitoring and Control	
▪ Maintain a robust QC Repository on portal providing analysis and tracking of quality items	▪ Improves quality through documentation, tracking items to closure and lessons learned
▪ Utilize SoftHQ's ITIL-based Continual Service Improvement to regularly evaluate service for opportunities for improvement/threats to quality ▪ Implement corrective actions to curb future issues	▪ Identifies opportunities for improvement and prevents recurrence of quality challenges ▪ Improves service quality by identifying and sharing best practices across the service enterprise
▪ Utilize Governance and Control Lead to review, and assess performance against standards	▪ Offers objective mechanism to identify current performance and potential areas for improvement
▪ Educate all employees on their roles within QC ▪ Empower employees to perform self-reviews	▪ Improves quality risk identification/resolution by utilizing all employees as part of inspections
Project Close Out – Feedback	
▪ Use customer feedback and surveys as additional data point for feedback ▪ Require employees to report lessons learned	▪ Offer multiple avenues for feedback ▪ Incorporates customer desires and subjective employee feedback in improvement loop
▪ Promote continuous improvement in the areas of each job order management, staffing, reporting, issue monitoring, performance monitoring	▪ Clear/complete customer insight into job order performance ▪ Accurate status and visibility into all problem resolutions

Exhibit 11: SoftHQ's Implementation of Corrective Measures

Delivering Conforming Services with Minimal Agency Oversight: SoftHQ's performance management approach involves in-depth planning, frequent and transparent communication, constant and vigilant monitoring, incentivizing excellence, risk planning, and mitigation, and implementing immediate corrective action, when necessary.

By strict adherence to COBIT, ITIL v3, and CMMI ML5 best practices and UCF's policies, SoftHQ will assure to deliver services on time, within budget successfully, with a minimal amount of government oversight. Our personnel will integrate seamlessly with the UCF's team to accomplish the work that across UCF's Temporary Labor Services program, and our robust communication strategy will ensure that government project leadership remains engaged and informed every step of the way, rendering onerous oversight unnecessary.

SoftHQ will use the Performance Requirements Matrix (PRM) as a benchmark for conducting our inspections of the UCF's support functions. The PRM comprises the list of performance objectives and standards that apply to SoftHQ's temporary personnel. The PRM details the method of surveillance which the AM will use to validate and inspect performance elements. The AM will document the results of inspection of each element. To receive an acceptable performance rating, SoftHQ shall meet or exceed the allowable deviation for the performance requirement under evaluation.

Our centralized approach to "information tracking" leveraged from our QMS facilitates continuous process improvement and ensures that all temporary staff learn from current and other similar contracts within the UCF, thus the entire SoftHQ portfolio sustains Continuous Process Improvement (CPI). SoftHQ's bases our approach to quality improvement on our proprietary operating model (ESM) and extensive experience gained from managing similar large engagements from both public and private sector contracts.

SoftHQ made a conscious effort to redefine and improve processes and continue to invest in reintroducing latest knowledge into our operating model. We follow a defined approach with distinct phases in the contract life cycle. This defined approach contains milestones for review and measurements. We leverage metrics to benchmark our performance on the contracts and identify corrective actions to improve our performance on the program and resulting tasks.

C.1.2.12 Occupational Health and Safety

Focused on identifying candidates with the best-fit skills and experience, our precise recruitment methods and thorough screening practices help maximize our employees' productivity in their new work environment and minimize the need for pre-assignment training. Should we identify a need for additional training for specific UCF positions or locations, SoftHQ will work closely with UCF to develop pre-assignment training that candidates must take before their first day on assignment. This will eliminate hours of employee ramp-up and on-the-job training time.

To accommodate any worker or work schedule, we offer the four training options listed below, some of which were created by SoftHQ and others through outside vendors.

- Online training via the internet
- Online training hosted in local SoftHQ servicing locations
- Custom one-to-one training at clients' requests
- Mobile training classes utilizing wireless technology

SoftHQ's solutions are always structured, client-specific plans that ensure that we maximize their effectiveness and benefit to our clients. Our dedicated account and implementation teams will hold responsibility for crafting the training programs that best meet the UCF's specific work environment, meeting with the appropriate individuals within UCF to determine the type of training and specific processes required for each position and location. Based on the information we gather during this stage, SoftHQ will create training materials and establish a comprehensive training schedule.

Once implemented, our training program and our servicing location's compliance to it will be coordinated by the account team we dedicate to the UCF. Details regarding the training requirements will be posted on SoftHQ's intranet to ensure a clear understanding of the processes and objectives. We also regularly audit our servicing locations supporting your account to validate that they are meeting the program expectations and goals in this area.

C.1.2.12.1 Online Software Training

SoftHQ utilizes Brain Bench tutorials, interactive, performance-based training programs that employ proven instructional methodologies to teach basic, intermediate, and advanced software skills, including Microsoft Office applications, in multiple languages. Brain Bench tutorials are available to our employees via the internet or at dedicated training workstations in SoftHQ other office locations. More than 600 courses include computer and software training for all skill sets. Because Brain Bench tutorials focus on the most widely used functions of each application, a beginner can progress to intermediate proficiency, or an intermediate to advanced proficiency, in a matter of hours instead of weeks.

C.1.2.12.2 Safety Training

Employees are instructed on general safety issues and advised of specific safety requirements and/or equipment/clothing required for the assignment. Safety instruction on specific client equipment is the responsibility of the client. If requested, SoftHQ can provide safety consultants to review the work environment and make recommendations for our mutual benefit.

C.1.2.12.3 Customized Training

Customized training is available for a variety of applications. We develop our own handbooks, training manuals and training videos to assist with, not take the place of, personal instruction. SoftHQ can work with UCF to coordinate a training program specific to their business environment, especially where off-the-shelf solutions will not suffice.

C.1.2.12.4 Career Pathing

To enhance each employee's career path, SoftHQ offers training opportunities throughout their tenure with our company. All our employees and screened applicants are eligible, both prior to and throughout their work assignments, for free training in new technical skills and behavioral development. As new skills are learned and proficiency is evaluated, employees are assigned to contingent positions that will utilize these skills. New skill levels usually command increased hourly pay rates and more challenging positions, providing them with many of the same advancement opportunities available to direct hires.

C.1.2.12.5 In-House Training

SoftHQ is a culture of integrity, vision, and innovation. We believe our people are the most valuable asset and the corner stone upon which rests our future and continuous success. Hence, it is imperative to invest in our employees through training and development to secure our shared and successful endeavor. Our training programs cover a wide array of roles and responsibilities for all levels, managerial and otherwise, as we are focused on our shared vision for the future. All in-house employees participate in the following training programs:

- *Getting People Started (GPS)* – introductions to colleagues, work environment, benefits, policies and procedures, privacy and security, safety and SoftHQ's vision, mission, and goals
- *Back-to-Basics* – online database of procedural training modules, available on SoftHQ's intranet, designed to enhance knowledge, and encourage teambuilding and the sharing of best practices
- *eLearning Library* – online database of presentations covering a wide range of topics, available on SoftHQ's intranet, designed to enhance knowledge and advance career development
- *Knowledge Hub* – series of webinars led by a SoftHQ trainer and a SoftHQ SME, conducted weekly, wherein topics for discussion are voted on by managers across our organization and subsequently posted on SoftHQ's intranet for all employees to view

SoftHQ's recruiters, sourcing assistants and program delivery managers receive additional training focused on program success, operational efficiencies, and overall client satisfaction, while our business development managers and vice presidents receive additional training focused on maximizing value for existing and prospective clients.

C.1.2.12.6 Sexual Harassment Policy

SoftHQ prohibits any form of employee harassment based on race, color, religion, sex, national origin, age, and disability, status as a Vietnam-era or special disabled veteran, or status in any group protected by federal, state, or local law. Any interference with SoftHQ employees' ability to perform their assigned job duties is not tolerated.

With respect to sexual harassment, SoftHQ prohibits the following:

- Unwelcome sexual advances, requests for sexual favors and all other verbal or physical conduct of a sexual or otherwise offensive nature, especially where:
  - Submission to such conduct is made either explicitly or implicitly a term or condition of employment.
  - Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment; or
  - Such conduct has the purpose or effect of creating an intimidating, hostile or offensive working environment.
- Offensive jokes, comments, innuendoes, and other sexually oriented statements.

If harassment is reported, SoftHQ will conduct a prompt, thorough and confidential investigation. If an investigation confirms the harassment to have taken place, corrective action will be taken, including disciplinary action up to and including termination. SoftHQ also prohibits any form of retaliation against any employee for filing a bona fide complaint or assisting in the investigation of a bona fide complaint.

C.1.2.12.6.1 Harassment and Workplace Violence

Everyone has the right to a work environment free from harassment of any type. We will not tolerate verbal, nonverbal, or physical conduct by anyone associated with our business (including suppliers and clients) that harasses or creates an intimidating, offensive, abusive, or hostile work environment, including any workplace violence or sexual harassment. Our employees and managers are required to comply with all anti-harassment laws in the locations where they work.

Workplace violence includes robbery and other commercial crimes, domestic and stalking cases, violence directed at the employer, past or current employees and/or family members, clients, suppliers and other third parties. Subject to applicable laws and regulations, we prohibit the possession and/or use of firearms, other weapons, explosive devices, and/or other dangerous materials on Company premises or while conducting Company business.

Sexual harassment occurs whenever unwelcome conduct on the basis of gender affects a person's job. Such conduct includes unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature that results in an intimidating, hostile or offensive working environment.

C.1.2.12.7 Substance Abuse

We are committed to a drug-free and alcohol-free workplace. Everyone must be free of the physical and psychological influences of drugs and alcohol while conducting Company business and while on Company property to maintain a safe and pleasant working environment. Reporting to work under the influence of alcohol or any illegal drug or using, possessing, or selling illegal drugs while on Company time or business may result in immediate termination.

The purchase or consumption of alcoholic beverages on Company premises is prohibited except when specifically authorized by Company management at Company functions.

If you are using prescription drugs that may have an effect on your work performance or compromise your ability to work safely, discuss this with your manager or supervisor.

C.1.2.12.8 Anti-Retaliation Policy

SoftHQ strictly prohibits and will not tolerate any form of retaliation against anyone who, in good faith, reports an actual or apparent violation of the Company's Code of Business Conduct and Ethics or policies, or applicable laws, rules or regulations. The Company assures that anyone who sees or suspects unlawful, fraudulent, or unethical behavior and reports the matter to the Company in good faith will not be retaliated against, even if their report is proven unfounded by an investigation.

No employee shall be discharged, demoted, suspended, threatened, harassed, intimidated, coerced, or retaliated against in any way as a result of his or her report of an actual or apparent violation in good faith. However, an employee who knowingly makes a false allegation or provides false or misleading information during an investigation will be subject to disciplinary action, up to and including termination of employment. The Company takes seriously all reports of violations, will investigate all reports promptly, will treat all reports as confidential to the extent possible and will make every effort to protect the anonymity of anyone who reports an actual or apparent violation in good faith.

C.1.2.12.8.1 Reporting Violations of this Policy

If you believe you have suffered any form of retaliation, please do not hesitate to report the matter to your manager, supervisor, or the CEO/Principal. You may also report the matter through the Company's business ethics hotline. If you have questions concerning this policy, please contact the Global Ethics Compliance Officer at (858) 658-9200.

Please note that this Policy should be read in conjunction with the Company's Code of Business Conduct and Ethics, and with the following global policies: Antitrust and Fair Competition, Bribery and Corruption, Data Privacy, Information Security, Social Media, Insider Trading, Records Management and Retention, Supply Chain Business Partner, Diversity, Environmental , Health, Safety & Wellness, Human Trafficking; and local policies: Conflicts of Interest, Gifts and Entertainment, Equal Employment Opportunity/Diversity/Discrimination, and Workplace Harassment.

C.1.2.12.9 Manual Handling and Lifting Policy

SoftHQ has developed this program to protect our employees from the hazards of improper lifting techniques and overexertion during manual material handling.

This procedure is a guide for employees in safe manual handling practices. All employees are responsible for following steps detailed in this procedure for any manual handling activity as defined below.

Manual handling is any activity that involves lifting, pushing, pulling, carrying, moving, holding or restraining. It also includes sustained and awkward postures or repetitive movements. Good manual handling techniques can help to prevent injury.

Strains and sprains caused by manual handling are easily incurred and extremely painful. They often result in long periods of disablement. In many cases the injury can be permanent.

Assessment of Risk

Each manual handling job is broken down into individual tasks to assist in identifying the range of potential manual handling hazards.

- Avoid manual lifting where possible
- Assess what needs to be done, both the situation and the load to be moved
- Know your limitations
- Prepare the area
- Assess whether you need to move the load

C.1.2.12.9.1 Performing a Lift

In preparation for lifting an object, warm up the muscles by stretching and then test the weight of the load.

- Split heavy loads
- Weight – controlling weight to a safe level will prevent constant forward pull on the lower back and wear and tear on the joints
- Ensure natural curves are present when moving loads
- Avoid hunching shoulders
- Keep feet set apart for a wide stable base

- Keep your knees and hips slightly bent
- Use thigh and buttock muscles
- Bottom out, chest and head up
- Maintain good posture
- Avoid stooping bending over, over stretching and twisting
- Keep close to the load

C.1.2.12.9.2 During the Task

- Wear non-slip shoes
- Avoid twisting
- Keep close to the load
- Elbows tucked in
- Keep abdominal muscles tight
- Perform the move
- Raise your head as you move
- Keep shoulders relaxed
- Use smooth movements

C.1.2.12.10 Control of Hazardous Energy Sources

SoftHQ provides training sessions to our temporary employees on Lockout/Tag out (LOTO) in compliance with the U.S. Department of Labor, Occupational Safety and Health Administration (OSHA) as a general industry standard under 29 CFR 1910.147. Each authorized employee will receive training in the recognition of applicable hazardous energy sources, the type and magnitude of the energy available in the workplace, and the methods and means necessary for energy isolation and control.

Our Safety and Security Training Specialist will utilize an internal training form to document the process and results along with the refresher training dates. Each affected employee will be instructed in the purpose and use of the energy control procedure. The training/instruction will be documented on separate form. All other employees whose work operations are or may be in an area where energy control procedures may be utilized, will be instructed about the procedure and about the prohibition relating to attempts to restart or re-energize machines or equipment which are locked out. When employees are assigned to work in or on equipment that could potentially endanger personnel should it be activated, the supervisor assigning employees to this work is responsible for ensuring that these workers are provided with specific equipment and instructions to comply with this power lockout procedure.

Authorized and affected employees will be retrained whenever there is a change in their job assignments that could affect their lockout responsibilities, a change in the machines that presents a hazard or when there is a change in energy control procedures. Additional retraining will be conducted whenever the periodic inspection reveals that there are deviations from or inadequacies in the employee's knowledge or use of energy control procedures. The employer shall certify that employee training has been accomplished and is being kept up to date. The certification shall contain each employee's name and dates of training.

C.1.2.13 Affirmative Action and Equal Employment Opportunity

SoftHQ eliminates discrimination in human resource policies and practices and provides equal access and opportunity no one excluded from participation. SoftHQ's approach that embraces diversity. To recruit a diverse candidate pool, SoftHQ considers recruiting at diverse high schools, trade schools, colleges and universities, partner with industry groups, professional societies, student organizations, and community education agencies and programs. We post open positions on diversity online recruiting boards and contact state employment service offices to see if we can post open positions on their websites or job banks. These state offices help both job seekers and SoftHQ with recruiting and job placement efforts.

We establish ongoing partnerships with other recruiting sources like organizations that assist individuals with disabilities, faith-based organizations, veteran organizations, placement services, women's groups, and ethnic or multicultural centers.

Each SoftHQ team has a global and diverse constituency, whether dealing with candidates, clients, or stakeholders. Having diverse staff enables us to understand and meet the needs of people from diverse perspectives and creates an atmosphere that supports positive relationships and communications. As working on company EEO policy, our team of recruiters always try to approach diversified communities and groups to hire or employ diverse teams on projects. SoftHQ's designated EEO Officer, Ms. Sindhura Thummalasetty (CEO/Principal) is responsible for overseeing adherence to EEO laws and policies and will ensure that employment actions regarding staffing and managing the work are carried out in a non-discriminatory manner. We have different sourcing methods which not just allow us to find diverse candidates according to race, gender, ethnicity, but also in terms of diverse skillset, work culture and communication style. To maintain this diversity, we use various these sourcing strategies which allow us to create a diverse talent pool:

- Establish relationships with similar departments or institutions with diverse staffs.
- Request names of potential candidates from staff at your institution who are from underrepresented populations, as well as at institutions with strong graduate underrepresented populations in your discipline.
- Establish relationships with minority caucuses of your professional organizations, and network with them for recruitment.
- Contact people from underrepresented populations who have received accolades and ask them to refer promising newer professionals.
- Use a personal approach in recruiting candidates. Consider contacting nominated candidates personally and invite them to apply, addressing reasons they may have for not applying.
- Encourage people who have held temporary or part time positions, who reflect the kind of diversity you would like to attract, to apply for full time positions.
- Consider contacting the EEO office at other universities. Some of them maintain lists of women and minorities who are looking for employment elsewhere.
- Aggressive efforts should be taken to recruit graduate students from underrepresented groups into the field so that the pool of candidates will be greater in the future.
- SoftHQ uses a combination of several leading job portals/ boards, major news publications, numerous other industry, and skill-specific databases to source the candidates and advertise our open positions locally and/ or nationally. Such web portals include Carrier Builder, Dice, Monster, Job Diva, ZIP Recruiter, LinkedIn Premium Recruiter and many more. We are

CareerBuilder's partner with over 100 diversity sites. By posting with CareerBuilder, SoftHQ job listing is automatically post with these diversity partner websites such as:

- DiversityWorking.com; DiversityJobs.com; WorkplaceDiversity.com; IMDiversity.com; HireDiversity.com and many more.

C.1.2.14 Customer Satisfaction

Developing strong partnerships with our clients is something that SoftHQ passionately believes in, and we have a rich history of long-term relationships that demonstrate the advantages of this approach. A partnership is built through consultative interaction, aligning business philosophies, and providing responsive service. Many of our client partnerships span 5+ years, perhaps the strongest indicator of satisfaction available.

Our methods for acquiring feedback, conducting follow-up, and driving corrective action include:

Customer Satisfaction Surveys

Customer satisfaction surveys elicit client feedback on service-critical topics, including:

- Service
- Response time
- Employee quality
- Follow-up

We are dedicatedly client-centric and believe the best way to ensure our partnerships are successful is to regularly ask, "How are we doing?"

SoftHQ's electronic customer satisfaction survey is distributed to each client manager that has requisitioned an employee in the previous quarter. Responses are compiled and evaluated, then used to assess current performance, identify areas for improvement and track emerging trends. Also, this analysis allows SoftHQ to suggest program adjustments that may save our client both time and money.

After results are processed, our account manager will discuss any potential issues or areas of improvement with the quarterly business review and will drive all follow-up or required corrective action.

Quarterly Business Reviews

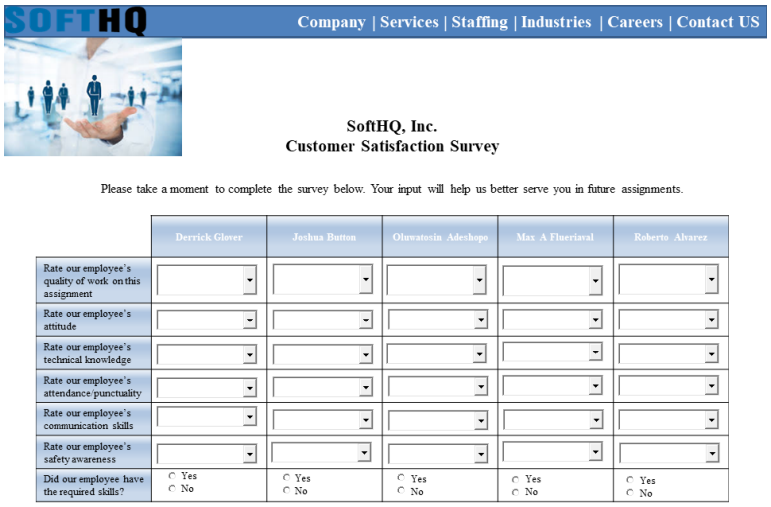
Quarterly business reviews evaluate overall solution performance and provide key data to the senior UCF management. These reviews are conducted by SoftHQ's account manager and attended by our regional management and executive sponsor for the program, as well as key the UCF users.

Quarterly business reviews are typically held in-person at client locations but can be held via Live Meeting when necessary. SoftHQ's onsite program managers can also provide local reviews as required for each business unit.

Quarterly business reviews evaluate program successes, challenges, goals, performance metrics and other specifics that impact client productivity and program success. Quarterly business reviews also provide an opportunity to establish new goals or modify existing ones to reflect your changing business objectives, emerging industry trends and evolving workforce requirements, as well as driving continuous improvement initiatives.

Typically, quarterly business reviews focus on:

- Current status of open action items by geography
- Quality metrics
- Use and performance of subcontractors
- Program developments
- Talent acquisition and management trends
- Talent forecasting
- Employee relations activities
- New action items for next quarter



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SoftHQ, Inc.
Customer Satisfaction Survey

Please take a moment to complete the survey below. Your input will help us better serve you in future assignments.

	Derrick Glover	Joshua Button	Oluwatosin Adeshopo	Max A Fluerisval	Roberto Alvarez
Rate our employee's quality of work on this assignment					
Rate our employee's attitude					
Rate our employee's technical knowledge					
Rate our employee's attendance/punctuality					
Rate our employee's communication skills					
Rate our employee's safety awareness					
Did our employee have the required skills?	○ Yes ○ No	○ Yes ○ No	○ Yes ○ No	○ Yes ○ No	○ Yes ○ No

C.1.2.15 Approach to Addressing a Request for Reassignment or Replacement of a Temp

SoftHQ will supervise, control and shall take appropriate action to address in a timely manner through disciplinary action, performance counselling, and additional training, to rectify any performance or conduct problems identified by the client relating to the assigned employees.

In the event that the employee is unable to fulfil his job duties or enters into a conduct problem we will provide a replacement within 7 business days for non-critical positions. We understand the importance of availability and will have additional staff trained and ready to back up existing resources in case of any unforeseen emergencies for mission critical programs and projects. These additional resources can also be used on an as-needed basis during peak times or for supplemental coverage as needed and to maximize flexibility and efficiency. We will provide the client with a staffing plan that includes on-call and backup resources for surge or emergency situations. We will take appropriate measures to provide 24/7/365 coverage, if required by the client.

SoftHQ has the capability of responding to surge requirements that require us to respond to volume recruiting or backfill a position when a candidate fails to show to his/her assigned schedule. As part of our training policies, we ensure that most of temporary personnel are cross trained across various fields so that they can fill these requirements under short notice. When we respond to a new candidate request from the UCF, SoftHQ will shortlist three (3) pre-screened and pre-qualified candidates for UCF's selection. When the UCF selects a candidate out of these three (3) candidates, SoftHQ will maintain one (1) candidate as a backup for that positions. With this capability, we will respond to these requests and backfill the position within one (1) day.

C.1.2.16 Process or Policy Regarding Replacing a Temporary Staffing Employee Who Exhibits Excessive Absenteeism, Tardiness, Personality Conflicts, or Other Employee Relation Issue.

When SoftHQ is contacted by the UCF regarding a service issue, the first step will be to immediately document the situation and obtain whatever information is needed to provide quick resolution to the issue. Once the problem is clearly understood, the Account Manager will provide immediate follow-up and a specific time frame in which the UCF can expect action, as well as provide periodic status reports while working on the issue.

If a correction requires immediate replacement of a temporary employee, or if the temporary employee's performance is still considered unsatisfactory even after additional instruction and coaching, the Account Manager will take the needed action to discreetly end the assignment after working hours that same day. A qualified replacement, if needed, will be sent as soon as that individual has cleared any UCF mandated background screenings.

During this period, the Account Manager will maintain communication with the appropriate UCF personnel to ensure seamless transitioning. Also, if needed, the Account Manager will escalate the issue to the CEO.

Once the situation is resolved, SoftHQ will schedule a follow-up where we can review, confirm satisfaction and discover ways in which the process might be improved for the future. SoftHQ will also add the information to its records in order to monitor complaint escalation and resolution and satisfaction trending over time. Additionally, the Account Manager will conduct on-site premise visits and meetings with SoftHQ temporary employees as well as the UCF personnel to address any issues, questions, or otherwise ensure that our quality standards are maintained.

C.1.2.17 Approach to Accessing and Evaluating Employee's Performance while on Assignment

SoftHQ understands that the performance of its human capital assets is vital to its business strategy and it strives to ensure that its Employees perform as per expectations, are motivated and has desire to excel at the client's project. We track information on the performance of the workers, provide incentives, take corrective actions, and take off boarding steps to ensure that our client's requirements are met.

Employee performance in a UCF environment is a shared responsibility between SoftHQ and the UCF. We heavily rely on reactive measures to understand the performance of an Employee and ensure that all its Employees are top performers using the industry standard controls for performance monitoring. We track all Employee assignment history such as:

- Attendance/Timesheets
- Periods of service
- Breaks in assignments
- Positions
- Track worker and supplier relationships
- Quarterly, Half-yearly and Yearly Performance audits

C.1.2.18 Approach to Mitigating Employee Performance Problems or Misconduct

All our Employees are assigned to our proposed AM and he is responsible for the monitoring of the employee on the assignment. As noted in summary of this section, we rely heavily on both the workers 'self-assessment' and most importantly on the manager's transparent communication of the Employee's performance in real time.

On the first report of any identified gaps in the performance, a detailed analysis is conducted to identify the root cause of the report. If the causal analysis findings suggest complete misfit of the employee with the assignment, he is removed immediately, otherwise, a contingency action plan is prepared to increase the performance of the worker. The contingency actions include skill training and self-improvement.

The challenge in the Recruitment at any client environment is that the supplier cannot know first-hand from the Manager regarding the performance or the other issues for the contractor. Upon receipt of information, SoftHQ proposes to mitigate the risk to UCF by isolating the issue and if warranted, worker removal and then independently working with the worker to resolve the issues and take necessary actions. SoftHQ communicates regularly with the Employees to be aware of issues they are dealing with and frank discussion of their self-evaluation of how they are performing their duties. Information we learn from the consultant, if warranted is communicated directly to the appropriate personnel to address potential issues.

To resolve the Employee conflict requires capturing the factual issues and then understanding how the issues affect the worker's ability to delivery on the project. Conflict resolution is achieved by assessing the issue, mutually exploring resolutions, and then providing the solutions if available with an emphasis on meeting the project support objectives.

C.1.3 Accounting and Reporting

C.1.3.1 Timesheet Retrieval and Pay Checks

SoftHQ uses an automated time collection that provides a wide array of functionality to reduce payroll and billing processing costs, reduce employee administrative time, and help us comply with Government regulations. Our tool's time and attendance tracking feature help us manage our employees' hours and productivity. It also includes a timesheet review and approval program to save time and maximize efficiency. Our automated system uses a smart, rules-based configuration that allows employees to do very little to assist with their own attendance tracking, basically just clocking in and clocking out. This rules-based configuration is developed with automatically detecting when employees have a paid holiday and alerts employees when they are coming close to using the last of their vacation days, half days, or sick days.

SoftHQ uses a weekly payroll schedule to help with employee cash flow and to assist with on-time payments. The pay period begins on Monday and ends on Sunday of the following week, with Friday being payday. We use ADP, a third-party payroll company to pay our employees. Using ADP helps us avoid errors or delays in direct deposits or tax filings. Employees can view their pay statements online, in order to verify their hours and earnings.

C.1.3.2 Invoicing Process

SoftHQ has a very advanced and agile accounting process that ensures efficient and effective invoicing, timekeeping and expense handling. With each client, SoftHQ understands through the contract what the client's expense policies are. SoftHQ maintains complete and accurate records to support and document all Temporary Worker's Time and SoftHQ Expenses under this Agreement and each Job Order in accordance with generally accepted accounting principles consistently applied. We will provide our invoicing reports on weekly basis with customized billing of all electronic invoices sent to the UCF.

C.1.3.3 Reporting

SoftHQ will develop and deliver monthly reports to the contract administrator no later than the 10th business day after the reporting performance period. We will brief the key stakeholders of UCF on the monthly reports to solicit their feedback and maintain open lines of communication. SoftHQ will identify and track prior and projected progress and activities, anticipated difficulties, issues, task order funds expended, recommended improvements/solution options, earned value management (EVM) metrics, and financial reporting to provide UCF with a complete understanding of our activities and contributions. Our monthly reports will also include an issue log that defines potential risks, dates identified, responsible parties, recommendations for correction, and current statuses.

A Performance Measurement Baseline (PMB) will be prepared by the SoftHQ's AM monthly. Once the PMB is prepared, the information is used to calculate the Budgeted Cost of Work Performed (BCWP). SoftHQ will adapt the status reporting process from the contract PMP framework for task orders and provide monthly status reports (MSRs). These MSRs will include ordering activity (the total number of tasks completed, in progress during the month), strategic sourcing (shall include synopsis of the data that supports consideration of the initiative with anticipated savings and benefits identified), personnel information and milestones accomplished, deliverables provided, staffing issues/vacancies, performance against agreed-to SLAs, and other relevant management action items. A detailed monthly financial reports (MFRs) will also be included for the portions of work under this task order.

C.1.3.4 Time Reporting

SoftHQ will ensure that each employee performing at UCF will complete a timesheet bi-monthly and approved by the contract administrator. SoftHQ uses an automated time collection that provides a wide array of functionality to reduce payroll and billing processing costs, reduce employee administrative time, and help us comply with Government regulations. Our AM will process the approved bi-monthly timesheets into the tool for time and attendance tracking. This feature helps us manage our employees' hours and productivity. Our AM will send the approved timesheets to the UCF Bookkeeper adhering to the reporting policies established by the UCF.

Our automated system uses a smart, rules-based configuration that allows our AM to generate monthly invoices and ensures that there is no discrepancy with the timesheets. We will submit the invoice on the 5th day of every month after completion of the month's services to the address mentioned in the Bid document. This rules-based configuration is developed with automatically detecting when employees have a paid holiday and alerts employees when they are coming close to using the last of their vacation days, half days, or sick days.

SoftHQ understands that UCF may require different type of reports to validate and ensure its partner performance. Below we describe our reporting capabilities and provide a list of standard reports available to the UCF on demand.

- A complete report of Staffing Activity of SoftHQ with the UCF including the Submissions, Interviews, Starts, Roll offs, start dates, job titles, number of hours worked, invoiced amount, paid amount, etc
- Number of Job Orders that has been addressed on Weekly/Monthly/Yearly basis
- Number of Starts in a Particular Month/Quarter/Year
- Number of Interviews in a Particular Week/Month/Quarter/Year
- Number of Submissions in a Particular Week/Month/Quarter/Year
- Number of Hours billed by each consultant on a Weekly/Monthly/Yearly
- Total revenue generated on a weekly/monthly/yearly basis for both Sub Contractor Workers and W2 Workers
- Summary reports for each pay cycle

C.2 Describe How Urgent Requests Are Handled

SoftHQ has the capability of responding to surge requirements that require us to respond to volume recruiting or backfill a position when a candidate fails to show to his/her assigned schedule. As part of our training policies, we ensure that most of temporary personnel are cross trained across various fields so that they can fill these requirements under short notice. When we respond to a new candidate request from the UCF, SoftHQ will shortlist three (3) pre-screened and pre-qualified candidates for UCF's selection. When the UCF selects a candidate out of these three (3) candidates, SoftHQ will maintain one (1) candidate as a backup for that positions. With this capability, we will respond to these requests and backfill the position within one (1) day.

In the event that the employee is unable to fulfil his job duties or enters into a conduct problem we will provide a replacement within 7 business days for non-critical positions. We understand the importance of availability and will have additional staff trained and ready to back up existing resources in case of any unforeseen emergencies for mission critical programs and projects. These additional resources can also be used on an as-needed basis during peak times or for supplemental coverage as needed and to maximize flexibility and efficiency. We will provide the client with a staffing plan that includes on-call and backup resources for surge or emergency situations. We will take appropriate measures to provide 24/7/365 coverage, if required by the client.

C.3 Provide An Explanation of How Background Checks Will Be Processed.

SoftHQ provides unmatched employment screening services and hiring solutions, and stringent quality standards.

- Social Security Number Verification
- Identity Search
- Employment Screening Reference Check
- Education Check
- Credit Check
- National Criminal Database Check
- County Criminal Check
- State-wide Criminal Check
- Federal Criminal Check

- Sex Offender Check
- OIG, FACIS or Sanctions Check
- Motor Vehicle Records
- Sex Offender Registry Check
- Medical History Check

Drug Screening

Strategically aligned with the largest laboratories in the U.S. and numerous hospital/clinic networks to extend comprehensive coverage for all types of testing and sends applicants to their nearest location.

Each associate signs a degree/certification verification form authorizing SoftHQ to verify education. This form also provides degree/certification types, dates and institutions where earned. Our staff then calls each institution to verify. This service is conducted on a client specific basis.

**Please note that credit reports for employment purposes are different than a standard credit report. All our reports are FCRA compliant.*

Please refer to the below section for detailed information regarding our Background Screening Methodology.

C.3.1 Social Security Number Trace

- As an initial step of validation, our system has an in-built digit validation process to receive accurate number of digits for SSN. SSN Trace is the first step to all our background check. By running the SSN Trace, we match the information applicant provided with the result.
- If the SSN Trace report does not match with the Applicant's name or address history, the SSN trace will return a mismatch information of that applicant.
- In case of false negative, our verifiers will reach out to the applicant to cross verify the SSN provided to us and ensure that the correct SSN is provided back to us for further verification. In addition, for SSNs that are issued between 2011 to current, we do secondary validation through SSA to validate without leaving it INCOMPLETE or UNABLE TO VALIDATE.
- If the applicant is not reachable, our verification team will reach to the employer's HR team for complete information on the Applicant.
  - We notify the clients through the email and phone call and try to collect correct information by the employment manager or HR.
- INNOVATIVE has been a supplier for SSN Trace (Alias name/Address Trace), Nationwide Criminal Database, Global Terror Report, and Sex Offender Registry. Veri-tax is used for the secondary SSA search to ensure the maximum accuracy when reporting the result.
- SoftHQ has multiple public record researchers (e.g., Equifax, Core Logic) in case of emergency.

C.3.2 Nationwide Criminal Database

- Once we analyze the known aliases and address history, our researcher conducts thorough research on Nationwide Criminal Database. The result will be updated instantly after we dispatch out the request electronically. If any criminal information was discovered in the national database, SoftHQ performs further research on the case to assure maximum accuracy for that case. Nationwide Criminal Database will be a step to determine if we need to conduct additional research for any Felony & Misdemeanors in a particular Court. Each Nationwide

Criminal Database searches access proprietary database compiled from more than 200 databases including but not limited to 50 State sex offender registries, terrorist list, and is designed to cover multitude of databases covering U.S. and foreign sanctions and watch lists as provided by states, U.S. and foreign governments and international organizations.

- If requested, we can provide full list of databases that are checked for nationwide criminal database search (e.g., Medicaid Exclusion List per state, Denied Persons List, Drug Enforcement Agency, SAM Excluded Parties, FDA Debarment, FBI Database, FINRA Barred Individuals, OCC-Bank/Enforcement Actions, OIG Health and Human Services, etc.)
- Nationwide Criminal Database from Innovative is updated when new public record is updated on the database within 24-hour or less. Ongoing monitoring of the nationwide criminal database is available with additional cost to receive proactive alerts when changes to records take place.

C.3.3 County/State-wide/Federal Criminal Record Check

- County Criminal Searches and State-wide Criminal searches are requested through XML integration to receive the result and daily updates for estimated time of arrival electronically. Currently searches are run through OMNIDATA and BAXTER Research. Our public record researchers have court runners throughout the country to conduct County courthouse search.
- Searches are performed using the personal identifiable information (e.g., first name, last name, middle name or initial, date of birth, SSN, and address).
- Federal Criminal and Civil searches are performed on PACER. We cover all jurisdictions that applicant has lived in past 7 years.
- If there is a conviction(s) on the County, State level or nationwide database and sex offender registries, and if it is reportable in compliance with the FCRA guidelines and State Variants, we will report it in the Final report. SoftHQ has the best practice to determine reportable information to retrieve the most relevant matching records and to avoid providing faulty reports. Prior to releasing the information, our verifiers check the state website and collect at least two personal identifiers (e.g., Full name and Date of Birth) that matches with the record. By having two-step validation when searching sex offender repository, it avoids false positive and false negative.
- SoftHQ requires due diligence and vetting to be performed on every public record researcher prior to the use of their services. It is also our policy to audit all public record researchers to insure the quality of their work. The frequency of audit is dependent on the volume of searches performed. Our auditing is done to address both false positives (a record was reported when it should not have been) and false negatives (a "clear" report was returned on someone with a reportable action). A false positive is usually an issue with identification, and we review with the researcher proper ID protocols. False negatives, for us and our clients, are serious matters. We discuss the reason for the miss with the researcher to insure they are not "trying to help" by suppressing information contrary to our agreement, or worse, failed to execute a search or performed an incompetent search.

C.3.4 Out of Country Criminal Background Checks

SoftHQ's international employment screening are secured by experienced professionals. It consists of a global network of skilled researchers who retrieve and report public records. We provide a wide range of employment verification services and solutions in several countries. Each country has its own customs, legal codes, crime definitions and court system. SoftHQ has the knowledge

and experience to guide our clients and maintains up-to-date country specific requirements for screening and data security.

We also have branch offices at countries like India, Australia. These offices are fully managed by SoftHQ. To Support the Out of Country Criminal Background Checks we will use our regional offices.

C.3.5 Nationwide Sex Offender Status Search

- Our Nationwide Criminal Database collects the records from the sex offender registries in 50 states. Since the search is primarily based on the full name, common name might pull up a record in the sex offender registry. Prior to releasing the information, our verifiers check the state website and collect at least two personal identifiers (e.g., Full name and Date of Birth) that matches with the record.

C.3.6 Education Verification

- Education Verification targets for Date the degree was awarded, Diploma or Degree, Major, and Dates of attendance. We have in-house verifiers contacting schools to reduce the turn-around time and improve accuracy. Upon contacting, they precede the education verification with Registrar or Student Records. Verifier may provide additional information such as previous name used, Social Security Number, or Date of Birth to assist in confirmation. Verifier will contact the State or UCF office if education cannot be verified. Verifier will utilize database search if not available upon direct contact.
  - If we find any discrepancy in education details, verifier contacts the applicant to receive supporting documents, such as copy of transcript or diploma. We then verify the documents directly with the school or institution for further verification.
  - Discrepancies, such as date discrepancies or degree not received cannot be verified and will be reported as ‘See Comments’

C.3.7 Employment Verification

- Employment Verification targets for Dates of employment, Title or Position held, Reason for leave (if possible), Eligible for Rehire (if possible). Upon contacting, verifier calls the number provided by the applicant or after thorough research. Verifier may provide additional information such as previous name used, Social Security Number, or Date of Birth to assist in confirmation. If requested to send fax or email, we follow the instructions provided by the employer. Verifier conducts database search if the employer uses an automated service for verifying.
  - If we find any discrepancy in employment details, verifier contacts the applicant to receive supporting documents, such as W2s, Pay stubs, or Experience letter. We then verify the documents directly with the employer for further verification.
  - Discrepancies, such as date discrepancies or degree not received cannot be verified and will be reported as ‘See Comments’.
  - When search is concluded as incomplete, it means that verifier attempted more than 6 times for search. Incomplete verification should always provide specific reason to conclude as incomplete. Possible reasons might be due to: Company is no longer in business; Sources/applicants are unresponsive; verifying source is on leave and is the only source for verification.

C.3.8 Professional Reference Check

- SoftHQ verifier will ask series of questions to the reference(s) provided by the applicant and record their responses. Standard question format is provided below; however, ***client can customize the questions to meet their specific needs***
- If verifier is not able to get a hold of provided professional reference after five attempts, applicant will be contacted to provide different reference to conduct professional reference checks

Below is the sample format of our Professional Reference Check Form:

Candidate Name:	
Job Title:	
Employment Details:	
Previous Employer:	
Reference Name & Title:	
Contact Info:	
Date:	

The above-named applicant claims to have been in your employ. We would appreciate you answering the following questions. Your response shall be kept confidential unless otherwise required by law.

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1. Were you his/her direct supervisor?
2. What was his/her reason for leaving?
3. Is he/she eligible for rehire?
4. Can you verify his/her salary?

Soft Skill Analysis: Which of the following attributes best describe this person?

☐ **Professional**	☐ **Articulate**	☐ **Friendly**	☐ **Team Player**
☐ **Well-Liked**	☐ **Driven**	☐ **Quick Learner**	☐ **Good Leader**
☐ **Detailed**	☐ **Good Listener**	☐ **Punctual**	☐ **Hard Working**
☐ **Proactive**	☐ **Responsible**	☐ **Positive**	☐ **Go-getter**

Hard Skill/Technical Skill Analysis

1. Please describe the project or the daily tasks with which the applicant was involved while under your employ?
2. What specific tools/programs did the applicant utilize while working for you? How would you rate their ability level (using the 1 – 5 scale from above):

Additional Comments:

Enter the required skills
Enter the required skills
Enter the required skills

Additional Questions:

How well did he/she perform his/her job?
What areas did he/she excel? Does he/she possess some truly exceptional or outstanding skills in your estimation?
What else can you think of about their work that we might not have covered?

C.3.9 Licensure Verification

- SoftHQ verifiers perform special license and certification verification. We have the access to the database which our verifiers can conduct verification of licenses and certification.
- SoftHQ verifies status of professional license or certification and is a necessary search for those hiring personnel such as doctors, nurses, security guards, insurance agents, administrative professionals, etc., and many other licenses required professions by our certified verification specialists through issuing Institution/Organization. As part of this process, we validate the information on type, status, expiration, and limitations.
- This verification can be delayed if institutions do not promptly return calls or if verifications are only done by mail. The accuracy of the verification can be affected if the applicant was certified or licensed under a different name than stated on the application.

C.3.10 Motor Vehicle Record Check (Driver's License)

We run the candidate's Driver's License search and see if there are any reportable convictions for the applicant's State of residence. Our search provides the driver's history direct from the state of licensing and will generally return the driver's license number, date of birth, date of issue, expiration date, and driver's history of infractions or violations. Timeframes of available information vary by state, generally between 3 and 10 years. Most of the DMV searches are instant, however, there are some states like PA that requires additional authorization form to be signed to release the driving record. Currently, we are using Samba Safety for driving records.

- **Service:** A search of the state Bureau of Motor Vehicle records for driver information
- **Information Source:** appropriate state Bureau of Motor Vehicle records
- **Scope of Records Searched:** Information can include license status, license class, issue date, expiration date, violations, suspensions, licensee address, date of birth and physical description.
- **Disclaimer:** These records vary by state, providing different information. The MVR record is the best source for verifying an applicant's DOB. The number of years shown on driving reports varies by state, so criminal traffic offenses may not always appear on the MVR report; only the suspension/cancellation will show. The MVR report can be affected if the license number provided by the applicant is an ID card number or if it is not formatted correctly for the provided state.

C.3.11 Commercial Driver's License Information System (CDLIS)

- **Service:** Allows account holders to comply with FMCSA requirements by searching within the Commercial Driver's License Information System for any prior licenses, current CDL and up to three prior licenses held by applicant.
- **Information Source:** Commercial Driver's License Information System
- **Information Verified:** Provides client with Present Jurisdictional State and Driver's License Number, Name, DOB, Social Security Number Match, Up to Three Previously held CDL Numbers and AKA Information.
- **Notes**: Mandated by the Commercial Motor Vehicle Safety Act (CMVSA) of 1986, CDLIS supports the issuance of commercial driver licenses (CDLs) by the jurisdictions and assists jurisdictions in meeting the goals of the basic tenet "that each driver, nationwide, have only

one driver license and one record" through the cooperative exchange of commercial driver information between jurisdictions.

C.3.12 DOT Safety Verification

- **Service:** Verifies Department of Transportation (DOT) regulated driver safety records
- **Information Source:** All applicants' applicable previous/present employers
- **Information Verified:** Information can include driver vehicle type, reason for leaving, and safety performance history to include date, location, number of injuries, number of fatalities and/or Hazmat spill on any incidents
- **Disclaimer:** Employers are only required to maintain DOT records on former employees for a period of two years (or three years for FMCSA covered employees). Employers have up to 30 days to respond to requests for DOT records

C.3.13 DOT PSP Crash and Inspection Record

- **Service:** The Pre-Employment Screening Program (PSP) is a service that allows account holders and individual drivers to purchase driving records from the Federal Motor Carrier Safety Administration's (FMCSA) Motor Carrier Management Information System (MCMIS). The program allows motor carriers to make more informed hiring decisions by providing electronic access to a driver's crash and inspection history.
- **Information Source:** Management Information System (MCMIS)
- **Information Verified:**
  - Five (5) years of crash and violation data found by the FMCSA MCMIS system: DOT Number, Number & Date of Crashes, Number of Injuries, Number of Fatalities, Carrier Name
  - Inspection Activity 3-year history from MCMIS: Driver Inspections, Driver Out-of-Service Inspections and Service Rate, Hazmat Inspections, Hazmat Out-of-Service Inspections and Service Rate, Vehicle Out-of-Service Inspections and Service Rate, Inspection Details, Violation Summary

C.3.14 Credit History

- **Service:** A search of the credit bureau files to provide a profile of the applicant's financial history.
- **Information Source:** TransUnion
- **Information Verified:** Search can show additional addresses and names and consumer credit activity covering a seven-year period detailing overdue or slow accounts, charge offs, collections, suits, tax liens, public records, judgments, and bankruptcies.
- **Disclaimer:** This is heavily restricted search requiring authorization. Young applicants and individuals new to the country, might not have developed a credit history yet. Typographical and /or transposition of numbers at the time a Social Security Number is used by a creditor to initiate a credit inquiry can create errors in the data. Applicants must be given information on how to contact the credit repository to request changes if errors are found in the report.

C.3.15 E-Verify

The parties to this agreement are the Department of Homeland Security (DHS) and the SoftHQ (Employer). The purpose of this agreement is to set forth terms and conditions which the Employer will follow while participating in E-Verify.

E-Verify is a program that electronically confirms an employee's eligibility to work in the United States after completion of Form I-9, Employment Eligibility Verification (Form I-9). This Memorandum of Understanding (MOU) explains certain features of the E-Verify program and describes specific responsibilities of the Employer, the Social Security Administration (SSA), and DHS.

Our verifiers will compare the information from the Employment Eligibility Verification (I-9 Form) to U.S. Department of Homeland Security (DHS) and Social Security Administration (SSA) records to confirm that Employee are authorized to work in the United States.

C.3.16 Drug Testing

- SoftHQ will provide Cheek Swab – 10 Panel Urine as a backup and the test reports will be verified with the Medical Officer. Strategically aligned with the largest laboratories in the U.S. with hospital/clinic networks to extend comprehensive coverage for all types of testing and sends applicants to their nearest location. If client is requesting for the drug test, the applicant will be able to schedule it on our system while entering all other requested information. S/he then enters the address to search for closest clinic in the area. Only a few of them require scheduling while most of the clinics will accept applicants as walk-in. Once the drug test is scheduled, applicant will receive a confirmation email with electronic Chain of Custody (CoC) which will be used to validate their drug test and to receive the drug test result electronically.
- We currently utilize E-Screen for drug testing, physical screening, and additional testing. 5 Panel drug test results are available to view from SoftHQ system within 30 minutes if the collected sample does not need to go through Medical Review Officer (MRO). For drug tests higher than 5 panel will require to be checked by MRO which will be completed in 3 business days.

C.3.17 International Criminal Searches and International Employment and Education Verification

- **International Criminal Court or Police Records**
  - **Information Source**: A search for criminal convictions at the appropriate local or national level. Records are available in countries and territories where data is available and can be legally obtained.
  - **Source Type**: local or national, varies by country
  - **Scope of Records Searched**: Standard throughout the industry is a 7-year records search, however SoftHQ reports records as far back as Court guidelines permit and/or are available from the jurisdiction. Records vary by country but may include type of charge, trial date and/or offense date, file date, case number, dates of conviction, sentence, and dispositions.
  - **Search Methodology**: Courts are searched directly at the source in person, court Internet websites or direct connection into the court index.
  - **Disclaimer**: Additional information or releases may be required based on the country of inquiry. Criminal records, internationally, are much different than the U.S. Each UCF has a fee per name/per jurisdiction searched. Because other countries do not have a method to obtain an address history (an SSN Trace for the US) it must be obtained from the applicant.
- **International Education Verifications**

- **Service**: Verifies a person's educational history which can help eliminate falsified or overstated credentials.
- **Source**: Direct contact with the institution's Office of the Registrar or through online/automated verification systems.
- **Information Verified**: Information can include type of degree, attendance, date of graduation, major studies, GPA, and degree earned.
- **Methodology**: SoftHQ requests a copy of the applicant's transcript or degree. Verification of international education is lengthier than domestic verifications. Depending on client preferences, if the institution is non-responsive or our processor is unable to obtain accurate contact information, our processor will reach out to the client to get additional information (or applicant with client approval) or instructions on how to proceed with the verification.
- **Disclaimer**: This verification can be delayed if institutions are hard to locate if they do not promptly return calls or if verifications are processed by mail only. The accuracy of the verification can be affected if the applicant attended under a different name than stated on the application or if the applicant has recently graduated and the institution has not yet updated their records.
- **Third Party Verifiers**: Many higher education institutions outsource verification information to third party verifiers. Any applicable third-party fees are not included in SoftHQ pricing and will be passed through to client.

- **International Employment Verifications**
  - **Service**: Verifies a person's past and/or present work experience which can let employers know if applicant is being honest about length of employment.
  - **Source**: Direct contact with the employer's Human Resources Department or through online/automated verification systems. Processors utilize email and appropriate translation devises to communicate internationally.
  - **Information Verified**: Information can include dates of employment, position, salary, reason for leaving, eligibility for rehire, disciplinary action taken, dependability, and general work duties.
  - **Methodology**: Verification of international employment is lengthier than domestic verifications. Depending on client preferences, if the employer is non-responsive or our processor is unable to obtain accurate contact information, our processor will reach out to the client to get additional information (or applicant with client approval) or instructions on how to proceed with the verification.
  - **Disclaimer**: This verification can be delayed if employers do not promptly return calls or if verifications are only done by mail. In some cases, only limited information can be verified based on employer's policies.
  - **Third Party Verifiers**: Many mid to large scale employers outsource verification information to third party verifiers. Any applicable third-party fees are not included in SoftHQ pricing and will be passed through to client.

- **International Reference Checks**
  - **Service**: Questioning an applicant's professional references. Professional references are more credible than personal references.
  - **Source**: applicant-provided reference

- **Information Verified**: Can verify applicant's reliability, criminal past, alcohol or drug abuse and character, work habits and work performance.
- **Methodology**: Processors contact references by phone interview and ask a series of up to 10 clients requested reference questions. The processor generally makes 3 attempts to obtain the reference. Depending on client preferences, if the employer is non-responsive or our processor is unable to obtain accurate contact information, our processor will reach out to the client to get additional information (or applicant with client approval) or instructions on how to proceed with the verification. In some cases, when reference is non-responsive to phone calls, reference information is obtained via email if address is provided by applicant.
- **Disclaimer**: This verification can be delayed if references do not promptly return calls/emails.

C.4 Describe Your Process of Vetting Employees To Meet The Needs of The University; Including Professional Appearance, Reliability And Workplace Skills.

C.4.1 Professional Appearance

SoftHQ confirms that our employees will maintain proper attire throughout the contract and follow all UCF's rules and regulations when working on UCF Property.

C.4.2 Reliability – Punctuality, Attendance

SoftHQ's candidates are well instructed of the importance of punctuality and perfect attendance. Adherence to this work practice will give the candidates the assurance of continuous work assignment at the current assignment and for future work placements. Violation of this practice may also result to termination of work assignment. In addition, for any unforeseen events that will result in late arrival at work caused by traffic or accidents, SoftHQ temporary personnel have to call the SoftHQ's office immediately and provide the reason for lateness and the expected time of arrival. Replacement will be sent to the UCF for any temporary personnel deemed to have attendance issue.

C.4.3 Basic Workplace Skills Including Communication Skills, Telephone Skills, Customer Service, and Time Management

SoftHQ's Account Management team will complete orientation with each contractor and deliver that individual to the UCF site for their first day of work. During the orientation, the contractor would be made aware of the industry knowledge, profile, work culture, hours of work, duration, location, expectations, dress code and other information concerning the assignment. He will be given a clear idea of his roles, responsibilities, and reporting. Our Account Manager will later follow-up and confirm that UCF is satisfied with the delivery of the contractor, and that the contractor has all the appropriate information and skills to ensure success at the UCF's project.

C.5 What Is Your Company's Fill Percentage and Lead Time to Get an Employee Ready to Work?

SoftHQ's Fill Rate is 98.9%. SoftHQ, after receiving a request /order from the UCF, the turnaround time to place a qualified temporary employee is typically four (4) hours. Specialty positions require an 8 to 24-hour turnaround, and ASAP orders generally can be filled within two (2) hours. SoftHQ utilizes a proprietary software system called Office Automation (OA). Our OA allows the Account Manager, Mr. Kranti Ponnam to instantly identify a select group of candidates that match the job

descriptions submitted by the UCF. This allows the SoftHQ branch office to expedite job order requests by the UCF by identifying candidates instantly. SoftHQ's streamlined job order process will ensure that our response time meets all the requirements of the UCF.

D APPENDIX I – SUPPLEMENTAL OFFER SHEET TERMS AND CONDITIONS

SoftHQ inserted the filled-in and signed Appendix I in the following pages.

E APPENDIX II – CERTIFICATE OF NON-SEGREGATED FACILITIES

SoftHQ has inserted the filled-in and signed "Appendix II – Certificate of Non-Segregated Facilities" in the following pages.

F APPENDIX II – CERTIFICATE OF NON-SEGREGATED FACILITIES – SUBPART – CONTRACTOR'S AGREEMENTS

SoftHQ has inserted the filled-in and signed "Subpart of the Appendix II – Certificate of Non-Segregated Facilities – subpart – Contractor's Agreement" in the following pages.

G APPENDIX III – COMPLIANCE AND CERTIFICATION OF GOOD STANDINGS

SoftHQ has inserted the completed "Appendix III – Compliance and Certification of Good Standing" in the following pages.

H ADDENDUM ACKNOWLEDGEMENT

SoftHQ acknowledges the receipt of Addendum and has inserted the signed Addendums #1 and #2 in the following pages.

Reminder of the Page is Left Blank Intentionally

APPENDIX I
SUPPLEMENTAL OFFER SHEET
TERMS AND CONDITIONS

The sections set forth below are to each be initialed as YES for "understood and agreed upon" or NO for "not agreed to." Failure to complete and return this document with your offer could result in rejection of your offer, at UCF's sole discretion. Respondents shall not check sections as "understood and agreed upon" with the intent to negotiate a change to those sections/terms and conditions after tentative award of a contract resulting from this ITN. Respondents disagreeing with any negotiable term or condition of this ITN are to provide a clear and detailed reason for the disagreement and a solution to the disagreement in his/her offer. A Respondent's disagreement with any non-negotiable section of this ITN may be automatically rejected. Failure of the University and the tentative awardee to come to an agreement with respect to terms and conditions within a time frame UCF determines to be reasonable constitutes grounds for rejection of that offer, and the University shall have the right, at its sole discretion, to award the contract to the next favorable respondent.

SECTION	YES	NO	RESPONDENT INITIALS
2.1 **Non-negotiable**	X		KP
2.2 **Non-negotiable**	X		KP
2.3 **Non-negotiable**	X		KP
2.4			
2.5			
2.6 **Non-negotiable**	X		KP
2.7 Section Not Used			
2.8 **Non-negotiable**	X		KP
2.9			
2.10			
2.11 **Non-negotiable**	X		KP
2.12			
2.13 **Non-negotiable**	X		KP
2.14 **Non-negotiable**	X		KP
2.15			

SECTION	YES	NO	RESPONDENT INITIALS
2.16	_____	_____	_____
2.17	_____	_____	_____
2.18 **Non-negotiable**	X	_____	KP
2.19	_____	_____	_____
2.20 **Non-negotiable**	X	_____	KP
2.21	_____	_____	_____
2.22	_____	_____	_____
2.23	_____	_____	_____
2.24	_____	_____	_____
2.25	_____	_____	_____
2.26	_____	_____	_____
2.27 **Non-negotiable**	X	_____	KP
2.28 **Non-negotiable**	X	_____	KP
2.29	_____	_____	_____
2.30 **Non-negotiable**	X	_____	KP
2.31 **Non-negotiable**	X	_____	KP
2.32	_____	_____	_____
2.33	_____	_____	_____
2.34	_____	_____	_____
2.35 **Non-negotiable**	X	_____	KP
2.36	_____	_____	_____
2.37	_____	_____	_____
2.38	_____	_____	_____
2.39 **Non-negotiable**	X	_____	KP

SECTION	YES	NO	RESPONDENT INITIALS
2.40	_____	_____	_____
2.41	_____	_____	_____
2.42 **Non-negotiable**	X	_____	KP
2.43	_____	_____	_____
2.44	_____	_____	_____
2.45	_____	_____	_____
2.46	_____	_____	_____
2.47	_____	_____	_____
2.48	_____	_____	_____
2.49 **Non-negotiable**	X	_____	KP
2.50	_____	_____	_____
2.51	_____	_____	_____
2.52 **Non-negotiable**	X	_____	KP
2.53 **Non-negotiable**	X	_____	KP
2.54	_____	_____	_____
2.55	_____	_____	_____
2.56 **Non-negotiable**	X	_____	KP
2.57 **Non-negotiable**	X	_____	KP
2.58 **Non-negotiable**	X	_____	KP
2.59 **Non-negotiable**	X	_____	KP
Appendix I	X	_____	KP
Appendix II	X	_____	KP
Appendix III	X	_____	KP
Appendix IV	X	_____	KP

Company: SoftHQ, Inc. Authorized Representative's Name: Kranti Ponnam

Authorized Representative's Signature: _____ Date: 01/10/2022

APPENDIX II

CERTIFICATE OF NON-SEGREGATED FACILITIES

We,_____SoftHQ, Inc._____ certify to the University of Central Florida that we do not and will not maintain or provide for our employees any segregated facilities at any of our establishments, and that we do not and will not permit our employees to perform their services, under our control, where segregated facilities are maintained. We understand and agree that a breach of this certification is a violation of the Equal Opportunity clause required by Executive Order 11246, as amended.

As used in this certification, the term "segregated facilities" means any waiting rooms, work areas, rest rooms and wash room, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, creed, color or national origin, because of habit, local custom or otherwise.

We, further, agree that (except where we have obtained identical certifications from offered subcontractors for specific time periods) we will obtain identical certifications from offered subcontractors prior to the award of subcontracts exceeding $10,000 which are not exempt from the provisions of the Equal Opportunity Clause; that we will retain such certification in our files; and that we will forward the following notice to such offered subcontractors (except where the offered subcontractors have submitted certifications for specific time periods):

NOTE TO PROSPECTIVE SUBCONTRACTORS ON REQUIREMENTS FOR CERTIFICATIONS OF NON-SEGREGATED FACILITIES. A Certificate of Non-segregated Facilities, as required by the 9 May 1967 order on Elimination of Segregated Facilities, by the Secretary of Labor (32 Fed. Reg. 7439, 19 May 1967), must be submitted prior to the award of a sub-contract exceeding $10,000 which is not exempt from the provisions of the Equal Opportunity clause. The certification may be submitted either for each sub-contract or for all subcontracts during a period (i.e., quarterly, semiannually, or annually).

The Contractor and subcontractors shall abide by the requirements of 41 CFR Section 60-1.4(a), 60-300.5(a), 60-741.5(a), and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting requirements. These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status, or physical or mental disability.

NOTE: Whoever knowingly and willfully makes any false, fictitious, or fraudulent representation may be liable to criminal prosecution under 18 U.S.C. 1001.

APPENDIX II

CERTIFICATE OF NON-SEGREGATED FACILITIES
SUBPART - CONTRACTOR'S AGREEMENTS

SEC. 202. Except in contracts exempted in accordance with Section 204 of this Order, all Government contracting agencies shall include in every Government contract hereafter entered into the following provisions:

During the performance of this contract, the contractor agrees as follows:

(1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, sexual orientation, gender identity or national origin. Such action shall include, but not be limited to the following: employment, upgrading demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.

(2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity or national origin.

(3) The contractor will send to each labor union or representative of workers with which the contractor has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer, advising the labor union or worker's representative of the contractor's commitments under Section 202 of Executive Order No. 11246 of September 24, 1965, and shall post copies of notice in conspicuous places available to employees and applicants for employment.

(4) The contractor will comply with all provisions of Executive Order No. 11246 of September 24, 1965 and of the rules, regulations, and relevant orders of the Secretary of Labor.

(5) The contractor will furnish all information and reports required by Executive Order No. 11246 of September 24, 1965, and by the rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations and orders.

(6) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of such rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts in accordance with procedures authorized in Executive Order No. 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoiced as provided in Executive Order No. 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

(7) The contractor will include the provision of Paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued

pursuant to Section 204 of Executive Order No. 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or Supplier. The contractor will take such action with respect to any subcontract or purchase orders the contracting agency may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, however, that in the event the contractor becomes involved in, or is threatened with, litigation with a subcontractor or Supplier as a result of such direction by the contracting agency, the contractor may request the United States to enter into such litigation to protect the interest of the United States.

SEC. 402 Affirmative Action for Disabled Veterans and Veterans of the Vietnam Era:

(1) The contractor agrees to comply with the affirmative action clause and regulation published by the US Department of Labor implementing Section 402 of the Vietnam Era Veteran's Readjustment Assistance Act of 1974, as amended, and Executive Order 11701, which are incorporated in this certificate by reference.

Company: SoftHQ, Inc.

Authorized Representative's Name: Kranti Ponnam

Authorized Representative's Signature:

Date: 01/10/2022

APPENDIX III

COMPLIANCE AND CERTIFICATION OF GOOD STANDINGS

The parties shall at all times comply with all applicable ordinances, laws, rules and regulations of local, state and federal governments, or any political subdivision or agency, or authority or commission thereof, which may have jurisdiction to pass laws, ordinances, or make and enforce rules and regulations with respect to the parties.

Suppliers shall certify below that they are in good standings to conduct business in the State of Florida. **The awardee of any contract resulting from this solicitation shall forward a certification of good standing, upon request of UCF.** Noncompliance with this provision may constitute rejection of proposal or termination of a contract at UCF's sole discretion.

CERTIFICATION

I certify that the company submitting an offer under this solicitation is in compliance with all applicable laws to conduct business in the State of Florida, is in good standings and will provide a certificate of good standings from the State of residence prior to initiating any performance under any contract resulting from this solicitation.

Company: SoftHQ, Inc.

Authorized Representative's Name: Kranti Ponnam

Authorized Representative's Signature:

Date: 01/10/2022

UNIVERSITY OF CENTRAL FLORIDA

Department of Procurement Services
12424 Research Parkway, Suite 300
Orlando, FL 32816-0975

ADDENDUM

IMPORTANT DOCUMENT – INVITATION TO NEGOTIATE

ITN NUMBER: 2021-03TCSA

OPENING DATE & TIME: ~~January 13, 2022 @ 2 p.m.~~ January 27, 2022 @ 2 p.m. EST (See below)

ITN TITLE: STAFF TEMPORARY SERVICES

ADDENDUM NUMBER: I ADDENDUM DATE: December 15, 2021

Purpose of this addendum is to:

- **Provide answers to questions submitted during the open Q/A period on 1/13/22.**
- **Extend the due date for offer submission to 1/27/22 @ 2 p.m. EST.**

PLEASE ACKNOWLEDGE RECEIPT OF THIS ADDENDUM AND RETURN IT WITH YOUR OFFER. FAILURE TO SIGN AND RETURN WITH YOUR OFFER COULD RESULT IN REJECTION OF YOUR OFFER.

PROPOSERS SIGNATURE	SoftHQ, Inc. PRINT OR TYPE PROPOSER'S NAME
SoftHQ, Inc. COMPANY NAME	rfp@softhqinc.com EMAIL ADDRESS

UNIVERSITY OF CENTRAL FLORIDA

Department of Procurement Services
12479 Research Parkway, Suite 600
Orlando, FL 32826-0050

ADDENDUM

IMPORTANT DOCUMENT – INVITATION TO NEGOTIATE

ITN NUMBER: 2021-03TCSA OPENING DATE & TIME: January 27, 2022 @ 2:00 p.m.

ITN TITLE: TEMPORARY LABOR SERVICES

ADDENDUM NUMBER: II ADDENDUM DATE: January 13, 2022

Purpose of this addendum is to:

- **Answer questions submitted during the Q/A period**

PLEASE ACKNOWLEDGE RECEIPT OF THIS ADDENDUM AND RETURN IT WITH YOUR OFFER. FAILURE TO SIGN AND RETURN WITH YOUR OFFER COULD RESULT IN REJECTION OF YOUR OFFER.

PROPOSERS SIGNATURE	Kranti Ponnam PRINT OR TYPE PROPOSER'S NAME
SoftHQ, Inc. COMPANY NAME	rfp@softhqinc.com EMAIL ADDRESS

Answers to Questions
ITN 2021-03TCSA
TEMPORARY LABOR SERVICES

1. Does this ITN include healthcare staffing? If so, What types of positions?
   UCF Answer: There may be situations where the university will need the assistance with healthcare staffing, particularly in our student health services areas, for RNs. LPNs, CMA, phlebotomists.

2. Is it acceptable to respond to this ITN to support only one or two specific categories?
   UCF Answer: Yes. This is an ITN where a pool of vendors for each category are awarded.

3. What is the estimated budget for this ITN? If unknown, please specify previous spending.
   UCF Answer: There is no estimated budget for this ITN. Various university departments use this contract on an as needed basis so the spend will vary. The estimated spend for previous years are:
   FY19: 1.17M
   FY20: 909K
   FY21:984K

4. Please provide name of the current vendor providing the services with a copy of their proposal.
   UCF Answer: The list of incumbents for ITN1602 and a copy of their proposals are available on our website: https://procurement.ucf.edu/contracts/.

5. Kindly provide total number of temporary staffs on current assignment.
   UCF Answer: We do not have visibility of the total number of temporary staffs on assignment. The positions are identified and filled on an as needed basis from various university departments.

6. What are the most frequently used job categories in the subject matter ITN?
   UCF Answer: This is an ITN where a pool of vendors for each category are awarded. We are looking to cover all job categories.

7. What is the average length of the assignment?
   UCF Answer: Various university departments use this contract on an as needed basis so the length of the assignment will vary.

8. Is there any preference for local vendor?
   UCF Answer: Although we would not be opposed to a non-local vendor, the university prefers candidates in the state of Florida, when at all possible. Local vendors will have a better pulse on our local employment market.

9. Is it mandatory to utilize a sub-contractor?
   UCF Answer: No. The preference is to award the ITN to a pool of vendors who specialize in filling temp staffing positions by category.

10. Kindly specify total number of FTE's working and current $ value spent.
    UCF Answer: See Questions 4 & 5.

11. Please provide list of sections to be answered in the technical proposal so to avoid compliance issues.
    UCF Answer: The Respondent's response to this ITN shall be prepared in accordance with Section 3.0 "Required Offer Format."

12. Please provide list of forms/attachments to be provided with the proposal.
    UCF Answer: Please reference section 2.5 Written Addendum, Appendix I, Appendix II, and Appendix III.

13. Do we have to submit certificate of insurance with the proposal?
UCF Answer: The actual certificate is not required until after awards are made. Please reference section 2.20 Limitation of Remedies, Indemnification, and Insurance, item C, regarding proof of coverage.

14. Do we have to submit business license with the proposal?
UCF Answer: Licensed to do business in the State of Florida is required.

15. Please provide specific format for references.
UCF Answer: See Question 11.

16. How much weightage is there in evaluation for a vendor providing educational references only?
UCF Answer: we will evaluate each vendor based on their proposal, the degree to which it satisfies the requirements the proposal sections in 3.0 and quality of references and services provided.

17. Do you have any document that states the kind of IT resources or job titles that the University intends to hire under this Staff augmentation Master Agreement?
UCF Answer: No, we do have description of IT resources or job titles. The job description and specific scope of work requirements will be provided at the time the need is identified.

18. What are the physical University of Central Florida locations where work is to be performed under this contract?
UCF Answer: The physical locations will be at the discretion of the various university departments doing the hiring.

19. Are all personnel/roles involved with this project required to be available for on-site work or are some roles, such as Information Technology roles, permitted to be remote?
UCF Answer: See Question 18.

20. If some personnel/roles are permitted to be remote, are you open to off-shore as well as US based remote work?
UCF Answer: We may be interested in offshore work based on candidate experience.

21. Please disclose the incumbent vendor names and, if possible, please share their proposals.
UCF Answer: See Question 4.

22. What service challenges are you experiencing with the current contract arrangement?
UCF Answer: Currently, there are no challenges that we are aware of.

23. What is the estimated budget for this contract? If unknown, please provide the previous spend.
UCF Answer: See Question 3.

24. What has been the percentage of Information Technology roles annually?
UCF Answer: We currently do not have this information breakdown.

25. What has been the percentage of Information Technology spend annually?
UCF Answer: We currently do not have of this information breakdown.

26. Are you seeking local vendors or are you equally open to awarding an out of state vendor?
UCF Answer: See Question 8.

27. Do you have a sample list of Information Technology roles you anticipate needing sourced through this contract?
UCF Answer: See Question 17.

28. Do you know what the scope of work would be for legal services?
UCF Answer: No. The department will define the legal services needed when they go out for quotes.

29. How many employees currently work under (or will be anticipated to work under) this contract?
    UCF Answer: See Question 5.

30. Who are the present vendors?
    UCF Answer: See Question 4.

31. How many vendors will be awarded as a result of this solicitation?
    UCF Answer: The number of awardees is not know yet.

32. What are the current billable hourly rates?
    UCF Answer: This ITN is seeking for vendors' capabilities and qualifications only and not billable hourly rates.

33. How much was spent (dollar value) on this service last year?
    UCF Answer: See Question 3.

34. Is there a Prevailing/Living wage requirement associated with this project?
    UCF Answer: No

35. Are additional points awarded to firms who are or have Minority Business Enterprise (MBE) partners?
    UCF Answer: While the university supports the use of MWBEs and all small and diverse vendors, we do not have any specific requirements or considerations allotted.

36. May we request a copy of the incumbent's contract?
    UCF Answer: See Question 4

37. May we request a copy of the incumbents previously submitted proposal?
    UCF Answer: See Question 4

38. Would you be able to provide more clarity on what qualifies as support staff and administrative positions?
    UCF Answer: These categories are meant to be generic. The specifics will be provided when service is needed.

39. What are they measuring to choose the winner? Is it price? Past performance? Relationships with managers?
    UCF Answer: Please reference section 2.8 Evaluation Criteria and selection Process of the ITN.

40. How many people are also competing on this?
    UCF Answer: This ITN was publicly solicitated. We do not know how many will participate at this time.

41. Has a Supplier already been selected and is this a formality?
    UCF Answer: No

42. In the statement of **objective,** it states "ITN does not seek hourly pricing from proposers" however on the **same page it also states** that the "initial offer should contain the best terms from a cost or price and technical standpoint." What cost or price is this referring to?
    UCF Answer: This ITN is not seeking for cost or price.

43. Please advise on what cost or price needs to be included - is the hourly rate or an estimated cost or price for the entire duration/length of the contract?
    UCF Answer: Hourly rate is not requested for this ITN.

44. The duration and length of the project for all these Categories remains the same or it varies?
    UCF Answer: It varies.

45. It states that the "initial offer should contain the best terms from a cost or price and technical standpoint. What is it referring to? Can you please elaborate.
UCF Answer: See Question 42

46. Does this solicitation require respondents to be able to fulfill positions in all categories listed or is it acceptable to respond to a specific category (i.e., Information Technology) listed in the ITN?
UCF Answer: It is acceptable to respond to a specific category.

47. Section 1.1, Paragraph 1 states "This ITN does not seek hourly pricing from proposers; however, each proposer must respond with their capabilities to meet the objectives of this ITN which includes reaching agreements on terms and conditions" and paragraph 1.2.D states "Therefore, the Respondent's initial offer should contain the best terms from a cost or price and technical standpoint". Could you please clarify the desired information you would like to have included in the proposal?
UCF Answer: See Question 42

48. Section 2.33 Subcontracts: It is stated that "The subcontractors and the amount of subcontract(s) shall be identified in the Respondent's response to this ITN". Since this ITN is for Temporary Labor Services, is it acceptable to simply state that subcontractors may be used in the fulfillment of the specific position(s) that are being requested? Since it is currently unknown about the various skills, position titles, etc. as well as the number of positions that may be acquired through this ITN, it is hard to identify the amount of subcontract(s) that may be used. Can you please provide guidance on what you would like to have included in the proposal to address this section?
UCF Answer: Vendor's proposal should address the capabilities and qualifications of your firm as it relates to the requirements of the ITN. We do not require that you list potential subcontractors in your offer. Subcontractors may be used; however, the awarded vendor has full responsibility for completion of the services.

49. For ITN 2021-03TCSA, do you have any idea the number of staffers you are looking for, for the Temporary information technology systems or database administrators, Temporary technician staffing needs, Temporary clerical or administrative assistance, Temporary financial staffing needs, and Temporary personnel services?
UCF Answer: We do not know the number of staffers needed. Temporary staff positions are identified and filled on an as needed basis from various departments.

50. What are the historical volumes of spending annually in the program?
UCF Answer: See Question 3.

51. Is there any incumbent companies that currently provide these services to the agency? If yes who are they?
UCF Answer: See Question 4.

52. Is there any forecasted/approved budget for this opportunity?
UCF Answer: No

53. What is UCF's anticipated total spend on Temporary Labor Services for 2021 and forecasted for 2022?
UCF Answer: See Question 3.

54. Based upon the skill sets highlighted in your ITN package of administrative, accounting, training, support staff, information technology, professionals, light industrial, technical, skilled trades and general maintenance, can you please share your Temporary Labor Services spend by skill classifications?
UCF Answer: We currently do not have this information breakdown.

55. What is the average length of a UCF temporary request? Are there any length limitations we should be aware of?
UCF Answer: See Question 5.

56. Understanding UCF is looking for a preferred supplier (multiple vendor award), can you please share the number of existing approved suppliers UCF has today?

UCF Answer: See Question 4.

57. Under your current model, how is UCF evaluating each of the supplier's performance?
UCF Answer: We currently don't have a supplier's performance evaluation in place. The individual department are responsible for supervising, replacing, and removing the temporary staff members that they hire.

58. Under your current model. How does UCF determine which supplier to seek Price Quote Request for individual requirements?
UCF Answer: Please reference the Scope of Work (p.30) in the ITN that outlines UCF will issue Price Quote Requests via email and the number of quotes requested will depend upon the anticipated total amount of the required service.

59. Although, UCF provided detailed ITN Evaluation of Responses criteria, when requesting Temporary Labor Services what are the 3 most important factors for the individual requesting department? (examples include: price, response time, access to quality of talent, business relationship, etc.).
UCF Answer: All factors noted are important. The department will select the candidate who offers the best value on a case by case basis.

60. Upon vendor selection, whom within UCF will be responsible for vendor relations? Procurement, HR, etc.
UCF Answer: Please see section 2.32 of the ITN document. UFC's Liaison with the successful respondent(s) will be Renee Grigor (HR). Additionally, the Contract Administrator will be Trinh Nguyen (Procurement)

61. How many max no. awards do you intend to give?
UCF Answer: See Question 31.

62. Can you please provide us with an estimated or NTE budget allocated for this contract?
UCF Answer: See Question 3.

63. What is the place of performance of the candidate?
UCF Answer: See Question 18.

64. Is Subcontracting allowed for this opportunity, if so, are there any specific participation goals to be met?
UCF Answer: See Question 48. There are no specific participation goals.

65. Is this a new contract or are there any incumbents? If there is an incumbent, could you please let us know the incumbent name? Is the incumbent eligible to submit the proposal again?
UCF Answer: The incumbents are eligible to submit their proposals again. Please reference question 4 for the names.

66. Are there any pain points or issues with the current vendor(s)?
UCF Answer: Currently there are no pain points or issues that we are aware of.

67. Could you please share the previous spending on this contract, if any?
UCF Answer: See Question 3.

68. Is there any mandatory subcontracting requirement for this contract? If yes, Is there any specific goal for the subcontracting?
UCF Answer: No

69. What is the total number of resources who are currently working on this project? Please let us know their position name and hourly rate?
UCF Answer: See Question 5.

70. Considering the current COVID-19 pandemic situation, if the proposed candidates are not available at the time of award, will the agency allow us to provide replacement personnel with similar or more skill sets?
UCF Answer: Yes

71. Are hourly rate ranges acceptable for proposed personnel?
UCF Answer: Yes

72. Is it entirely onsite work or can it be done remotely to some extent / Does the services need to be delivered onsite or is there a possibility for remote operations and performance?
UCF Answer: See Question 18.

73. Do we need to submit the actual resumes for proposed candidates or can we submit the sample resumes?
UCF Answer: Resumes for candidates was not requested in the ITN.

74. How many people are currently working onsite and offsite?
UCF Answer: We currently do not have this information breakdown.

75. Are there any mandated Paid Time Off, Vacation, etc.?
UCF Answer: Since they are not UCF employees, we will not have mandates. We may, however, expect candidate to observe university closure dates.

76. What is the annual contract spend?
UCF Answer: It varies by supplier

77. What is the annual spend or hours by WC code category or job title?
UCF Answer: See Question 3

78. What are the current rates?
UCF Answer: The rates will vary by the specific job category, job descriptions, scope of work, etc.

79. Who are the current vendors?
UCF Answer: See Question 4

80. Approximately how many vendors will be chosen to service this contract?
UCF Answer: See Question 31.

81. Are there direct hire opportunities?
UCF Answer: Direct hires will be considered, but final decisions will be based on university need and direct hire fees.

82. Is a local office required?
UCF Answer: It is not required, but highly preferred.

83. After responding to Price Quote Request (w/in 3-5 day requirement), how soon will selected vendor be notified? How long will the chosen vendor for that order have to fill the position? How soon will qualified/accepted candidate start?
UCF Answer: The individual department hiring will decide the above.

84. After awarding a Price Quote Request to a vendor, will the other awarded vendors have access to the successful quote information so that they can adjust their pricing going forward?
UCF Answer: **The individual price quotes will not be posted, however, UCF is a public institution and follows all public records laws.**

85. Will all business lines need to be supported? For example, are we able to provide support for IT positions only?
UCF Answer: See Question 46

86. Is there an MSP or VMS?
UCF Answer: No

87. Is there a set mark-up? Or maximum bill rate?
UCF Answer: No

88. Please provide spend by segment.
UCF Answer: See Question 3.

89. What is the length of the contract duration?
UCF Answer: This is a 3 yrs contract with the option to renew for 5 additional years

90. How many vendors does UCF intent to award?
UCF Answer: See Question 31.

91. Will we have the ability to add service offerings if we are awarded?
UCF Answer: Only service offerings that are within the scope of this ITN will be included in the contract award

92. If the Bidder has the required insurance coverage and is not "disagreeing" with the requirements, but its insurance carriers provide notice only to the policyholder, not additional insureds, and the Certificate of Insurance would not contain any notice language. As an alternative, Bidder could agree to provide the requested 30 days' advance notice in the event of any material change or cancellation of coverage. As Section 2.20 is marked as non-negotiable, would this alternative notice be acceptable to UCF?
UCF Answer: Proof of insurance is required as outlined in the ITN.

93. Can the University of Central Florida (UCF) provide total temporary labor spend for 2019, 2020, and 2021?
UCF Answer: See Question 3.

94. How many staffing firms does UCF hope to align through this ITN?
UCF Answer: See Question 31.

95. Can UCF provide job descriptions for the labor disciplines listed in Section 1.1 Statement of Objective?
UCF Answer: No, we do have job descriptions for the labor disciplines listed. These categories are meant to be generic. The specifics will be provided when service is needed.

96. How many temporary workers commenced their assignment with UCF in 2021?
UCF Answer: See Question 5

97. Can UCF provide a headcount breakdown by job title for the temporary personnel that are currently on assignment?
UCF Answer: We currently do not have this information breakdown.

98. How many temporary staffing firms are currently used by UCF today?
UCF Answer: See Question 4

99. When UCF has a need for a temporary worker, is the requisition released to all the approved vendors at the same time?
UCF Answer: No, please reference the Scope of Work in the ITN regarding quote requests from suppliers.

100. Can UCF confirm that Appendix II Certificate of Non-Segregated Facilities, Appendix II Certificate of Non-Segregated Facilities Subpart – Contractor's Agreements, and Appendix III Compliance and Certification of Good

Standings are provided for informational purposes only and are not required to be signed and submitted with the bid response?
UCF Answer: The above forms are required to be signed and submitted with the bid response.

101. Will all temporary labor positions with UCF be on-site or will there be some positions that can be worked remotely?
UCF Answer: See Question 18.

102. Is this opportunity only for the recruiting and placement of temporary personnel with UCF or will there also be an opportunity to also provide payroll services?
UCF Answer: This ITN is for temporary staff services with UCF.

103. If an incumbent vendor does not have its agreement renewed, will UCF consider allowing the transition of the supplier's temporary personnel to an approved supplier at a payroll services markup rate?
UCF Answer: When new contracts are awarded through this solicitation process, the previous contracts will expire. We do not dictate where/how the new awardees will find temp staff to offer

104. Are suppliers of temporary personnel allowed to speak with UCF Hiring Managers directly to gather additional insight into a new temporary position?
UCF Answer: Yes

105. Will there be an opportunity to provide direct placement services through this ITN?
UCF Answer: That is not the intention of this ITN. If there is a desire to hire temporary placements direct hire will be considered.

106. What percentage of temporary workers convert to full-time employees of UCF?
UCF Answer: Unknown. Most conversions occur with UCF temporary employees.

107. Can UCF provide any information on average length of assignment?
UCF Answer: See Question 7.

108. What challenges is UCF currently facing today with the current suppliers?
UCF Answer: See Question 22.

109. On this solicitation the resumes of people you want on section 3.2 is it for people assigned to work with UCF on requests or is it for specific job requirements UCF has.
UCF Answer: We're asking for qualifications/experience for employees that will be assigned to UCF account.

110. If it is a multiple-award contract, how many awards will be made under this contract?
UCF Answer: See Question 31.

111. Will UCF be sending Price Quote Requests to all awardees?
UCF Answer: No. Please reference the Scope of Work in the ITN regarding the quote requests to suppliers.

112. Is this a new contract or renewal of an existing contract?
UCF Answer: This ITN is a rebid for an existing contract.

113. If there is an existing contract, could you please share the name of the Current Suppliers (who are currently providing services to the UCF?
UCF Answer: See Question 4.

114. How many awards were made in the past?
UCF Answer: See Question 4.

115. Could you please share the current Suppliers' pricing and Proposals?
UCF Answer: No, pricing were provided in the proposals.

116. When was the existing contract started, and what is the annual monetary spent value of the current contract since inception?
UCF Answer: See Question 3.

117. Please share the historical spend for the year 2020.
UCF Answer: See Question 3.

118. Can you please share the no. of positions served in previous years under this contract?
UCF Answer: We currently do not have this information at this time. Various university departments use this contract on an as needed basis.

119. Can you please share the amount of business each vendor did under this contract in previous years?
UCF Answer: See Question 3.

120. Which were the job titles most commonly filled under various labor categories such as administrative, accounting, training, support staff, information technology, professionals, light industrial, technical, skilled trades, and general maintenance in past?
UCF Answer: We currently don't have this detailed information.

121. Can you please share the email id/details where we can raise the public record request for the old RFP?
***UCF Answer: Public records can be requested through* gcounsel@ucf.edu.**

122. Can you share details from where we can get old RFP details?
UCF Answer: See Question 121

123. Can you share details from where we can see the records for the old contract?
UCF Answer: See Question 4.

124. What is the expected annual budget of this contract? Please share the rough estimate?
UCF Answer: See Question 3.

125. How many positions are expected to be filled under this contract?
UCF Answer: We do not know how many positions are to be filled. Various university departments use this contract on an as needed basis.

126. Which are the job titles to be most commonly filled under this contract?
UCF Answer: See Question 6.

127. What will be the minimum duration of work for any job position?
UCF Answer: See Question 7.

128. List a minimum of three accounts that have similar needs to UCF. University and/or College accounts would be a plus.
    - Is it mandatory to provide references from University and/or College accounts?
    - Will you consider references from other public sector clients?
    - Will you consider references from commercial clients?
    - Will you give preference to bidders who have references with University and/or College accounts as compared to bidders who have references with other public sector clients across the USA?

UCF Answer:
    - Is it mandatory to provide references from University and/or College accounts? **No**

- Will you consider references from other public sector clients? **Yes**
- Will you consider references from commercial clients? **Yes**
- Will you give preference to bidders who have references with University and/or College accounts as compared to bidders who have references with other public sector clients across the USA? **Perhaps**