

# A Partnership Proposal for University of Central Florida



TALENT  
THAT  
MOVES  
EDUCATION  
FORWARD

Response to UCF Invitation to Negotiate Temporary  
Labor Services

January 27, 2022 2:00 PM

**Kelly** Education

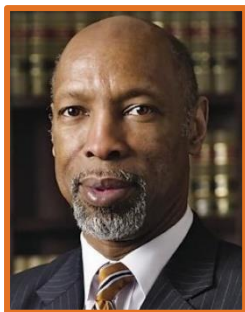


## **Point of Contact**

Jeff Bujak  
Vice President, Higher Education Advisory Practice  
Kelly Education

803.767.9129  
[bujakj2@kellyservices.com](mailto:bujakj2@kellyservices.com)

## A Personal Commitment from Dr. Michael Plater



On behalf of Kelly Higher Education®, I would like to thank the University of Central Florida ("UCF") for the opportunity to respond to your ITN for Temporary Labor Services. We look forward to designing a customized talent solution that will positively impact the UCF Administration, Faculty and Student Body..

It is our understanding that UCF seeks several partners that will provide temporary labor services in numerous categories including but not limited to administration, accounting, training, support staff, information technology, professional, light industrial, technical, skilled trades and general maintenance . As the only true human capital company in the education space , we empower universities to deliver

exceptional customer service and consultative solutions that supports both short-term and long-term business objectives,

For the past 35 years, Kelly has been serving hundreds of higher education institutions with a wide variety of solutions, helping solve the most complex talent challenges. We have gained a strong understanding of these environments and recognize that the staffing needs of universities and colleges are quite unique. With that said, we will provide a customized staffing solution driven by UCF's requirements and specifically aligned with your ITN objectives.

**Kelly's Higher Education Practice is committed to supporting UCF's belief of the Power of Potential – promoting innovation and diverse viewpoints allowing people to unleash their full potential, where anything is possible.**

We thank you for the opportunity to expand our existing UCF partnership and look forward to exploring next steps.

Go Knights,

*Dr. Michael Plater*

Vice President and Practice Leader of Kelly Higher Education



<b>SUBMIT OFFER TO:</b> <b>Via Bonfire Web Portal</b> <b>UNIVERSITY OF CENTRAL FLORIDA</b> Phone: (407) 823-2661 <a href="http://www.procurement.ucf.edu">www.procurement.ucf.edu</a> <a href="https://ucfprocurement.bonfirehub.com/opportunities/49428">https://ucfprocurement.bonfirehub.com/opportunities/49428</a>		<b>University of Central Florida</b> <b>INVITATION TO NEGOTIATE</b> <b>Contractual Services</b> <b>Acknowledgement Form</b>	
Your submission must be uploaded, submitted, and finalized prior to the closing time on <b>January 13, 2022 @ 2:00pm</b> . 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 <b>Appendix 4</b> for submittal instructions.			
Page 1 of 38 Pages	OFFERS WILL BE OPENED <b>January 13, 2022 @ 2:00pm EST</b>		ITN NO. <b>ITN2021-03</b>
and may not be withdrawn within <b>120</b> days after such date and time.			
UNIVERSITY ADVERTISING DATE: <b>November 17, 2021</b>		ITN TITLE: <b>Temporary Labor Services</b>	
FEDERAL EMPLOYER IDENTIFICATION NUMBER <b>38-1510762</b>			
SUPPLIER NAME Kelly Services, Inc		REASON FOR NO OFFER:	
SUPPLIER MAILING ADDRESS 999 West Big Beaver Road			
CITY - STATE - ZIP CODE Troy, MI 48084			
AREA CODE <b>803</b>		TELEPHONE NUMBER <b>767.9129</b>	
		FAX:	
		EMAIL: <a href="mailto:bujakj2@kellyservices.com">bujakj2@kellyservices.com</a>	

### **Government Classifications** Check all that apply

- |  |   |
|--|---|
| <input type="checkbox"/> African American        | <input type="checkbox"/> American Woman       |
| <input type="checkbox"/> Asian-Hawaiian          | <input type="checkbox"/> Government Agency    |
| <input type="checkbox"/> Hispanic                | <input type="checkbox"/> MBE Federal          |
| <input type="checkbox"/> Native American         | <input type="checkbox"/> Non-Minority         |
| <input type="checkbox"/> Non-Profit Organization | <input type="checkbox"/> PRIDE                |
| <input type="checkbox"/> Small Business Federal  | <input type="checkbox"/> 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)**

Jeff Bujak, Vice President, Higher Education Advisory Practice

**AUTHORIZED SIGNATURE (TYPED), TITLE**

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# Experience and Qualifications of Proposer



**Kelly** Education



## A. Experience and Qualifications of Proposer

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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.*

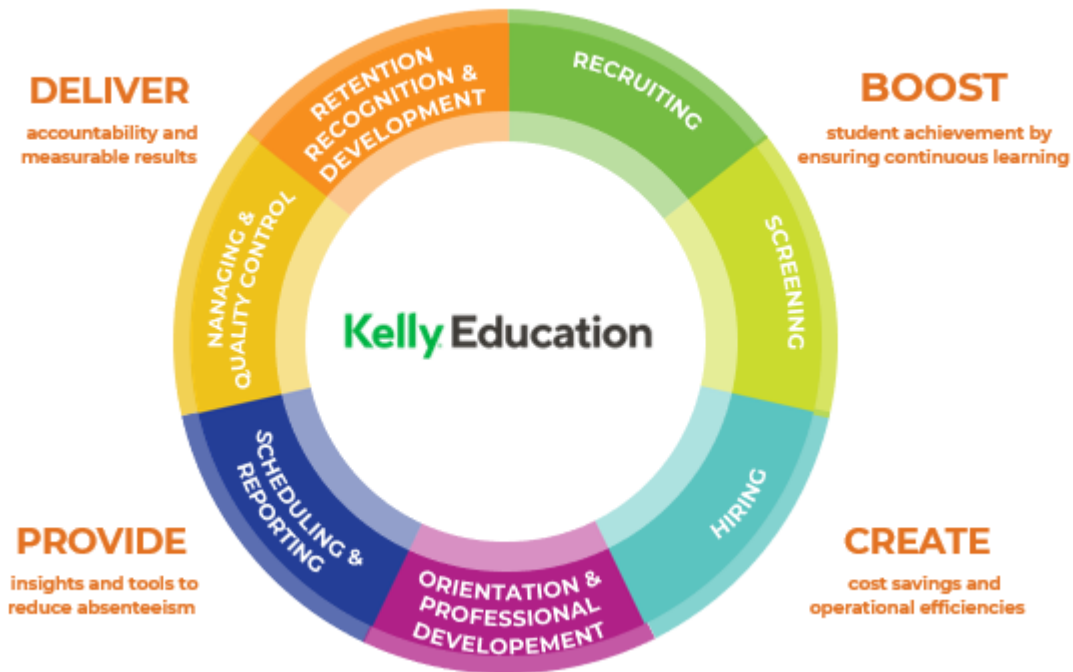
Led by **Dr. Michael Plater, Practice & Academic Lead**, Kelly Education brings a unique perspective, balancing today's workforce difficulties along with a deep understanding of the innerworkings of higher education.

Dr. Plater's educational background (Ph.D. American Studies—College of William and Mary, MBA—The Wharton School, University of Pennsylvania, and AB—Economics—Harvard College, Harvard University) coupled with his work and board experience in higher education and corporate settings make him uniquely qualified to lead the team that will provide service to UCF. Most recently, he was the president of Strayer University, a wholly owned subsidiary of Strategic Education Inc. In this role, he led the University to successfully address emerging economic issues, increased regulation, and declining enrollment by strategic realignment of faculty, staff, and administrative organizations, developing data-driven insights, and creating new key performance indicators that served to restore profitability and position the enterprise for strategic growth.

With over 35 years of proven experience across 150 plus higher education partnerships, Kelly Education is the only true human capital company in the education space that supports higher education institutions both inside and outside the classroom. To the University of Central Florida ("UCF") this means we can solve your talent challenges today and as they evolve in the future. We become your trusted advisor on multiple fronts: workforce planning, wage and hour compliance, talent shortages, the future of work, and how to best adapt to changes regarding today's workforce challenges and expectations.

We will design an end-to-end program so that the path to engaging academic & non-academic talent is easy and quick for your team.





### Key Areas of Focus

Our programs can benefit the talent management initiatives at your institution in the five key areas described below:

- **Recruiting.** What sets Kelly apart is that we have continued to reinvent our approach to recruiting as generational and demographic changes have altered the candidate population. Our recruiters take a data-driven approach to talent sourcing, leveraging labor data to analyze market dynamics and identify the most effective strategies for attracting the best candidates. Using our proprietary supply and demand assessment tools enables our recruiters to locate talent and determine how best to attract and engage with them for our clients.
- **Cost Containment.** The effective use of a temporary workforce requires two primary tools: controlled processes and comprehensive data. Kelly's experience with higher education institutions has allowed us to take a leadership role in the design and implementation of processes and reporting systems to help our college and university partners effectively manage their staffing solutions and related expense.
- **Risk Management.** Offering UCF peace of mind via consistent screening and hiring practices.
- **Diversity Management.** Programs developed with our workforce diversity affiliates, driven to mirror your educational community.
- **Process Automation.** Efficiency done via electronic invoicing, ordering, timekeeping, and reporting.
- **Quality Management.** Ensuring quality delivery of services for every position.

2. Provide an overview and history of your company. Describe the organization of your company that includes the organizational structure.

Founded in 1946, Kelly® connects talented people to organizations that need their skills. We are built on a strong tradition of integrity, quality, and professional excellence. Our mission is **to be the most creative, insightful, and agile talent company, committed to uniting vital talent with great organizations where, together, we thrive.**

As one of the largest global workforce solutions companies, Kelly employs nearly 370,000 people around the world and connects thousands more with employment opportunities through our global network of talent suppliers and partners. We're always thinking about what's next in the evolving world of work, and helping people change the script on old ways of thinking to embrace the value of all workstyles in the workplace. Every day, we make connections that both today's workers and forward-looking clients need to empower their own growth and advancement. Like UCF, we also strive to **"Do Things Differently"**

### *Kelly Education Practice*

Kelly Education is a specialty division of Kelly that began in 1997. We are the largest, most experienced workforce solutions partner in the education talent industry. Kelly Education is moving education forward, employing talent in varied roles from pre-K to higher ed each year. **We provide comprehensive talent solutions to enable higher education institutions to deliver exceptional service to their Administrators, Faculty and Student Body.**

To further our commitment into Higher Education, in November 2020, Kelly acquired **Greenwood/Asher & Associates (GA&A)**, a premier specialty education executive search firm based in Miramar Beach, Florida. This bold & strategic move further expands Kelly's leadership position deeper into the higher education space. GA&A is dedicated to elevating leaders and the organizations they serve with its long-term and continuing commitment to clients resulting in extending its services to include leadership development and strategic consulting. **50% of GA&A's placements are diverse candidates.**

### *The Kelly Education Organization*

We have designed an agile recruiting network that uses local resources complemented by a team of virtual recruiters to increase flexibility, creativity, and sourcing engagement. Our agile infrastructure allows us to focus our resources where and when UCF needs support. Our scalable model balances local market expertise with highly specialized education recruiting from our virtual team.

**See the organizational chart on the next page that outlines the management team for UCF:**

## Kelly Education – Higher Education



3. *Provide information on your company size, industrial track record, financial stability, and years in business, etc.*

At Kelly, we connect people to work in ways that enrich their lives. Over our 75 years, we have progressed from a traditional office staffing company into a workforce solutions leader where we deliver expertise in a portfolio of specialty services. As talent management became more complex, we developed innovative solutions to help many of the world's largest companies plan and manage their workforce through outsourcing, consulting, recruitment, talent advisory, career transition, and supplier management services. Kelly offers innovative outsourcing and consulting services and staffing on a temporary, temporary-to-hire, and direct-hire basis.

### *Financial Stability*

Historically, Kelly has adhered to fiscally conservative practices, as evidenced by our strong balance sheet and healthy levels of cash. In addition, our financial practices have preserved our access to the credit markets in an unpredictable economy. These factors demonstrate that Kelly has the financial resources to support UCF's needs today and tomorrow.

It is notable that we have preserved our stability while advancing our vision to deliver the world's best workforce solutions. We are maintaining our commercial staffing stronghold, accelerating our growth in professional/technical and educational staffing, and evolving our outsourcing and consulting specialties to anticipate and meet our clients' changing talent needs.

For more detailed information about Kelly's financial condition, please visit the Investor Relations section of our website at [kellyservices.com](http://kellyservices.com) or go directly to <http://ir.kellyservices.com/>.

4. List a minimum of three accounts that have similar needs to UCF. University and/or College accounts would be a plus.

Proposers to include:

- Company/University name and address
- Services rendered and length of service
- Contact information for reference at UCF discretion

Kelly appreciates UCF's interest in our organization and our relationships with our customers. Our philosophy and outlook are rooted in our customer relationships, which in large part define who we are as a company. Our customers are creative, innovative, and leaders across every sector, including education —dedicated to achieving best practices, including using creative approaches to contingent staffing models. These companies are the reason Kelly has the highest standards of quality and service in the staffing industry.

Client Name	Valencia College
Services Rendered and Length of Service	Multi-year relationship supporting the college's entry level skill positions including: administrative, clerical, human resources and other as needed requirements
Contact Information	Jennifer Page – Director Leave and Access Services

Client Name	Clarkson University
Services Rendered and Length of Service	Payroll services of Clarkson's out of state Adjunct Faculty members. Kelly Education began supporting Clarkson Adjunct Faculty requirements just prior to the Fall 2021 semester.
Contact Information	Caity McGregor – Faculty Recruiter / Manager of Training

Client Name	University of Central Florida
Services Rendered and Length of Service	Long standing approved temporary staffing provider supporting multiple skill sets based upon University individual requirements. In October 2021, Kelly Education was selected as the University's Payroll Provider for non-Florida resident staff members
Contact Information	Joel Levenson – Assistant Vice President, Tax, Payables & Procurement Maureen Binder – Assistant Vice President & CHRO

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## Project Staff Qualifications/Experience



**Kelly** Education





## B. Project Staff Qualifications/Experience

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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).

*Meet the Kelly Education Higher Education Management Team:*

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### **Jeff Bujak, Vice President – Higher Education Practice**



With more than 30 years of experience as a trusted advisor to a diverse set of organizations & higher education institutions Mr. Bujak brings the needed insights that pivot higher ed institutions to success. This is especially true when it comes to engaging the right balance between academic and non-academic professionals that drive a positive impact on their new way of delivering on the educational needs of their student body. Jeff is a proven workforce consultant for talent acquisition, human resources, administrators, and academic leaders; all of which need the support and data to re-imagine how to evolve to meet today's challenging climate. Mr. Bujak also has a keen focus on ensuring a positive experience for the talent we engage for these institutions; diverse, highly qualified educators that can make a difference.

### **Kristina Djokic – Vice President, Operation Excellence – Kelly Higher Education**



Kristina has more than 21 years' experience as a trusted advisor to a wide range of organizations—large and small, private and public. Today, higher education institutions must pivot in order to be successful. This is especially true for engaging the right talent. When it comes to delivering the modern educational needs of students, engaging the right talent is crucial to making a positive impact. Recognizing the detailed-oriented nature of each of these aspects, Kristina provides the insights necessary to implement these changes.

Your institution requires a proven workforce consultant for talent acquisition, human resources, administrators, and deans—all of whom require both support and data to re-imagine how to evolve to meet today's challenging climate. Kristina will bring that expertise, as well as a keen focus on ensuring a positive experience for the talent ecosystem we engage for these organizations: diverse, highly qualified educators that can make a difference.

### Dr. Kimberly Pierre – UCF Client Team Lead



Dr. Kimberly Pierre has over fifteen years of experience in higher education in roles ranging from faculty member to administrator. Kimberly has held positions as an Associate Provost, Associate Dean, Regional Dean, and faculty member in for-profit, non-profit, and private institutions. Prior to transitioning into the field of higher education, she worked as a government contractor on contracts supporting the Centers for Disease Control and United States Air Force and in credit and banking. She holds a Doctor of Management in Organizational Leadership, Master of Public Health, Master of Academic Medicine, and a Master of Arts in Organizational Management. Dr. Pierre also has extensive experience in curriculum/course development, accreditation/compliance, and academic operations.

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.

We have identified areas of service for the placement of temporary and permanent employees that can be critical to higher education clients, such as UCF, including:

**Career Placement/Workforce Development**  
**Counselors**  
**Adjunct Faculty**  
**Marketing & Creative**  
**Administrative/Office/Clerical**  
**CFO/CIO/ University Leadership**  
**Lab Research Assistants**  
**Information Technology**  
**Engineering**

**Chancellors, Presidents, Provosts, Vice Presidents, Deans**  
**Curriculum & Instructional Designers**  
**Finance & Accounting**  
**Academic Coaches**  
**Tutors**  
**Facilities, Maintenance, & Food Service**

With decades of experience, Kelly Education is the partner you can trust when it comes to handling your evolving needs. Our Higher Education Solutions are wide-ranging in scope, but precisely designed to deliver the tools, talent, and processes that enhance your offerings, now and in the future. Consider this a starting point to our wide ranging solutions creating the flexibility to evolve as UCF's talent requirements change including:

**Executive Search**  
**International Support**  
**Payroll Management**  
**Administrative and Facilities Talent**

**Managed Service Provider (MSP)**  
**Career Services**  
**Campus Safety Solution**  
**Student Support Services**

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## Overall Responsiveness of Proposal to Satisfy Scope/Project Approach

**Kelly** Education



## C. Overall Responsiveness of Proposal to Satisfy Scope/Project Approach

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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?*

As described in question 2, above, Kelly Education has the experience to deliver the talent that is most critical to higher education institutions. We have developed our recruiting practices to target diverse talent to support effectiveness.

It's Kelly Higher Education's deep understanding of talent that helps us deliver candidates that better match an institution's spoken (and sometimes unspoken) expectations. As talent experts, we know that individuals who have positions that fit their interests, requirements, and needs tend to be more productive, better team players, and are more likely to drive higher levels of engagement and assignment completion – directly benefiting you.

To create the Kelly Higher Education Talent Experience that prioritizes the value of talent, we developed an organizational shift toward the following:

- **Being the absolute best at assessing current and future job needs for talent**
- **Delivering support to talent across all stages of the talent journey**
- **Customizing how we engage with talent based on the type of job they want and the situation they find themselves in**

Our recruiters will design focused sourcing strategies specifically for UCF by analyzing workforce trends including supply and demand analytics to attract the best talent for UCF, allowing us to build proactive candidate pipelines. Our consistent approach is perfect for efficiently filling positions with qualified candidates.

We will use a wide range of sourcing techniques and recruitment marketing strategies to ensure you're never short on qualified, interested candidates to fill UCF's positions. We also understand that you want more than someone who will simply "fill the chair." For UCF, we need to recruit professionals who are the right fit for your positions. Our end game is clear – with each interaction we will continue to strive to ensure that UCF genuinely believes the following:

- **I feel greater partnership from Kelly Higher Education**
- **I feel that Kelly Higher Education is innovating and leading**

*Recruitment continues to evolve, and Kelly Higher Education is at the forefront.*

It should come as no surprise that talent acquisition has become more data-driven than ever before. **Data-driven recruitment** is the process of progressing the candidate's journey from awareness to consideration by using data on the candidates you want to recruit.

With the rise of digital media as the primary means of communication, the best people you seek to engage are now able to identify and scout their potential opportunities before recruiters even glance at their online profiles. This new breed of passive, yet interested, jobseekers have the means to quickly measure the suitability of a potential employer by looking at their presence and activity on various digital media channels. Also, for colleges and universities, public media must also be considered due to the constant focus in reporting on academic environments.

To ensure we have proactive recruitment efforts that “pull” talent in and direct them to landing pages (shown at right), Kelly Higher Education uses data insights and analytics tools to first target the ideal population. Our robust and thoughtful digital recruitment goes far beyond outdated “push” strategies. Although job boards are still important, we have a whole host of digital tools and strategies that span the entire recruitment process — from start to finish.

## Traditional Recruiting Methods

Some of these include:

- Job boards and access to resume searches
- Print and other traditional media advertising
- Candidate referral programs
- Individual networking and cold calling
- Hiring events held by partners, online providers, and local organizations
- Outreach initiatives to local and regional community-based organizations
- Strategic partnerships with key organizations such as the National Association of Colleges and Employers (NACE), Military Spouse Employment Partnership, and the Urban League, among others

**BREAKING THROUGH THE NOISE**

- myKelly Jobs
- myKelly Jobs Mobile App
- Social Media
- Social Job Share
- Digital/Social Media Marketing
- Candidate Content Marketing
- Job Optimization
- Search Engine Marketing/Optimization
- Rating & Review Sites
- Virtual Hiring Events

While traditional recruiting methods are still effective for many candidates, Kelly Higher Education has a full suite of recruiting tools and techniques designed to expand our reach into the candidate marketplace. These include:





*2. Describe how urgent requests are handled.*

We employ a proactive recruiting approach to prepare for UCF's needs and ensure we fulfill your orders in a timely manner. In our proactive recruiting model, we will work with UCF to identify the top skill sets you require most frequently. We then proactively target our recruiting efforts to reach this specific candidate pool.

Our teams maintain contact with our pipelined candidates to ensure ongoing availability and backfill our pipelines as candidates are placed on assignment or are no longer available. As we identify candidates, we invite them to complete our hiring process. Those who successfully complete the process and meet your criteria from both a hard and soft skill perspective create a pipeline of candidates that can be leveraged as your needs arise. This enables us to quickly fill your positions with qualified candidates, presenting a clear differentiator from the more reactive recruiting approach utilized by our competition.

In addition to this candidate pipeline, our virtual bench of candidates includes Kelly employees who have recently completed similar assignments and employees whose assignment end dates are approaching. This virtual bench model allows Kelly to have a qualified set of potential candidates available prior to receiving an order from UCF.

*3. Provide an explanation of how background checks will be processed.*

Upon your request, Kelly will perform background screening based on your requirements (in accordance with applicable laws) as a condition of assignment. We have standard procedures and packages for background and drug screening that we have established with third-party agencies. These procedures ensure that we execute screening consistently and accurately. The packages we offer are designed to balance your need to get temporary talent working quickly, with the need to identify those who might pose a risk to your employees or company. These screens can—and oftentimes should—be different from the screens you may run on talent you're hiring directly.

Background screening packages can include the review or verification of any number of items including: criminal records, credit (when related to the position), social security number verification, motor vehicle records, education, prior employment, credentials, certifications or licenses, or review against government and industry watch lists.

We comply with all applicable laws and Fair Credit Reporting Act (FCRA) requirements in determining our standard procedures and packages for background screening. As an industry expert who manages the complexities of employment every day,

*4. Describe your process of vetting employees to meet the needs of the university; including professional appearance, reliability and workplace skills.*

Candidate care is fundamental to Kelly Higher Education's ongoing success, and we cultivate positive relationships with our employees beginning with our hiring process. We will evaluate each candidate's ability, skills, experience, work history, and adaptability to UCF's environment to verify that every candidate meets our standards and will thrive in your environment.

Every Kelly recruiter follows our established screening processes as a standard operating procedure, documenting the required information in our front-office system for procedural consistency and tracking. Our selection, screening, and hiring process includes:

- ✓ Pre-screening to assess initial fit
- ✓ An in-depth interview
- ✓ Skills testing (if applicable)
- ✓ Reference checks
- ✓ Hiring paperwork, including employment eligibility through E-Verify

### *Detailed Hiring and Interviewing Process*

All UCF candidates will be interviewed by a Kelly Higher Education recruiter trained to uncover the candidates' past performance and future goals. The interview is comprised of an in-depth assessment of each candidate's skills and abilities, proven past performance, attitude, career goals, motivations, and aspirations. Our recruiters must understand these detailed elements in order to provide UCF with the most qualified candidates from a performance, cultural, and retention perspective. Our interview process is designed to sustain that commitment.

Our Higher Education recruiters utilize a combination of behavioral-based, open-ended, and closed-ended questions to maintain control of the interview while thoroughly qualifying their candidates. Each recruiter uses a mandatory Candidate Development Tool for structure to guide the process and collect the candidate's response. Immediately prior to each interview, our recruiters review all available candidate information and prepare specific questions to verify their skills, past performance, and address any concerns found in the resume. Our interviewing process is detailed below:

#### **Pre-screening**

Recruiters engage with the candidate over the phone to review the process, our expectations of the candidate, and introduce themselves as career coaches committed to providing best-in-class opportunities. The recruiter gathers basic candidate information, including current roles and responsibilities, general objectives, basic education, training or certifications, and expectations for compensation. Through the pre-screening process, the recruiter determines if each candidate has the basic skills, desires, and expectations to move forward in the interview process. An overview of our screening process flow is outlined below:

- **Candidate Pre-Qualification:** Initial screening questions will determine if candidates have the skills required to move forward in the process based on UCF's requirements and their own availability and work preferences.
- **Candidate Assessment:** A personal interview with a Kelly Higher Education recruiter further explores the candidate's qualifications, skills, experience, interest, availability, and pay requirements. We use behavioral interviewing techniques to identify how a candidate's past experiences relate to the current role.

- **Skills assessments:** Testing can be administered when applicable to verify a candidate's job-related skills. Our testing and training tools are customized to each role to provide applicants with a realistic preview of the job skill required, and Kelly Higher Education with a realistic preview of the applicant's abilities. Based on the needs of your position, we can administer tests carefully targeted to validate skills for UCF's positions. Our evaluations are consistent with the guidelines established and enforced by the Equal Employment Opportunity Commission and the American Psychological Association.
- **Registration:** Completion of application materials and release forms for background screening and reference checks allow us to finalize the applicant's hiring process. This also include completion of conditional offer forms such as the W-4, any state or local forms, UCF-specific forms or releases, and the I-9 employment eligibility process.
- **Reference checks:** Verifications of employment, education, certifications, licenses, or credentials are completed during this stage of the process upon completion of appropriate releases by the candidate.

### In-depth Interview

The behavioral interview is designed to identify the following factors:

- **Motivation:** recruiters clarify their candidates' motivations for making a career or job move, and level of satisfaction with their current work situations
- **Educational and Work History:** recruiters review each candidate's chronological work history to validate skill development and uncover any resume red flags
- **Work Experience and Skills:** using behavioral-based interviewing techniques, recruiters qualify and quantify individual skill levels, contributions, and successes
- **Availability:** recruiters define compensation and benefit expectations, as well as current job search status to ensure availability before submission to customers
- **Needs Prioritization:** candidates rank their job search priorities from highest to lowest in four areas: position/opportunity, location/commute, company/industry, and compensation/benefits; ensuring a win-win for employees and UCF

### Closing

The recruiter closes the interview by establishing mutual responsibilities and clear communication channels—confirming the candidate's commitment to the potential openings and setting expectations. If a candidate meets your established needs and expectations, the recruiter will present specific opportunities and discuss next steps for each opportunity.

### Assessment

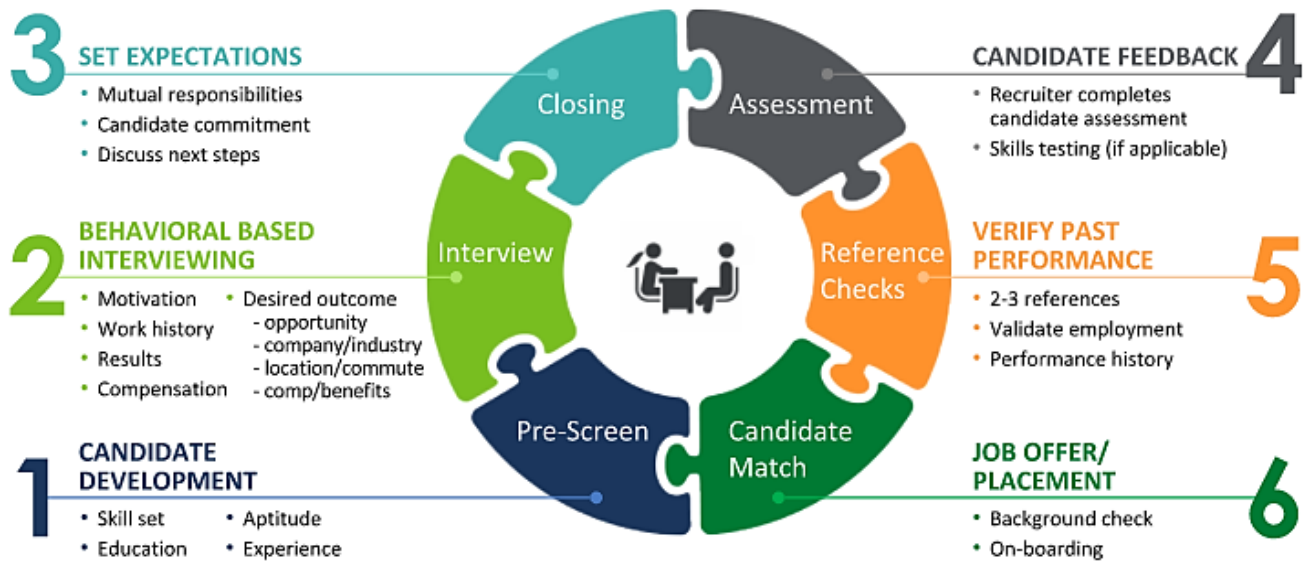
The recruiter will wrap up each interview by summarizing their assessment of the candidate's skills, abilities, and expectations. If necessary and appropriate, the recruiter will administer additional skill-specific testing to validate proficiency in a particular skill.

### Reference Checking

Recruiters will contact a minimum of 2–3 professional references to validate employment history and better understand a candidate's performance history.

The information compiled during the interview process will be used to match candidates with the UCF position openings. Once a placement offer is made and accepted by the candidate, we can perform specific background/drug screening as required by UCF and onboard the candidate once the results are complete.

## Kelly Higher Education's Interviewing Process



Kelly Higher Education takes pride in being your valued partner through all steps of the interview process. As such, we are committed to partnering with the University of Central Florida on activities related to interview scheduling, process consultation, and interview participation.

5. What is your company's fill percentage and lead time to get an employee ready to work?

### Fill Rate

Kelly's overall fill rate for 2020 was 91%

### Time to fill

Generally, Kelly can fill clerical and light industrial positions within a 24 to 72 hour period and deliver the resume of a prescreened technical or professional candidate to UCF within 5–15 business days.

Turnaround times vary depending on the specific skills requested, availability of candidates based on local market conditions, screening requirements, UCF end users' responsiveness, and the assignment start date, among other factors.

### *In Closing*

Like the rest of the world, we understand that your circumstances and priorities are changing by the second. We are living through unprecedented times, but our focus remains on connecting people to meaningful work as effectively and as safely as possible.

Through our proposed delivery team model, our employee marketing strategy framework and our unique understanding of the interworks of higher education, we feel well positioned to support this ITN in its entirety.

We're happy to answer any questions you have on this proposed solution and look forward to our continued partnership, moving forward with you to meet and exceed your expectations.





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.

A handwritten signature in black ink, appearing to read "JB", is written over a horizontal line.

PROPOSERS SIGNATURE

Jeff Bujak

PRINT OR TYPE PROPOSER'S NAME

Kelly Services, Inc.

COMPANY NAME

bujakj2@kellyservices.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

Jeff Bujak

PRINT OR TYPE PROPOSER'S NAME

Kelly Services, Inc.

COMPANY NAME

bujakj2@kellyservices.com

EMAIL ADDRESS

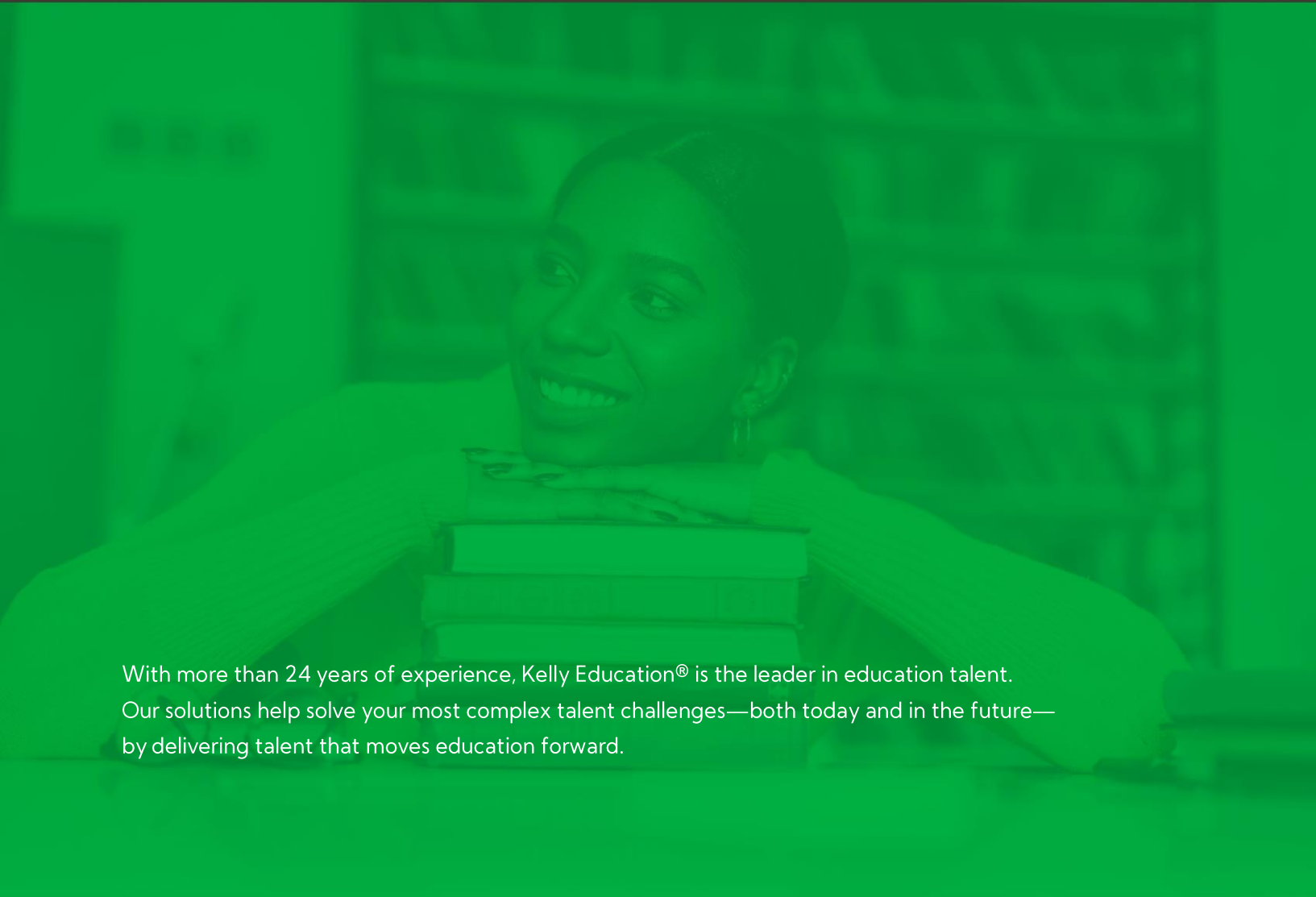
## Contract Exceptions

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### Kelly Education

We are pleased to provide our proposed changes to the contract that was submitted to Kelly Services for review. Our changes are intended to reflect the obligations of both parties as it relates to the staffing industry's unique customer/vendor relationship. Our goal during contract reviews is to prepare a document that clearly sets forth our respective responsibilities. We would welcome the opportunity to answer any questions and/or discuss in a more in-depth manner the reasons for the proposed changes.

Contract Reference	Issue/Explanation	Corrective Language or Action Item
Page 17, Section 2.22 (and Payment/Miscellaneous Terms document)	Staffing services and their customers rarely, if ever, try to force each other to continue a relationship that is not going well. Kelly believes that it is in the best interest of both parties (and as a matter of fundamental fairness) that each has the right to opt out of a contract at any time upon a mutually acceptable notice period.	The University has the right to terminate for convenience, however, Kelly doesn't have the same right. We ask that Kelly also have the right to terminate for convenience.
Page 20, Section 2.34	Let's discuss in more detail to ensure both parties are on the same page.	Within this section, it states that we may not, without the University's prior written consent, knowingly recruit for engagement, any individuals who are or have been UCF employees. We are unable to agree to this language, as it appears to be in direct conflict with our current agreement with UCF to payroll numerous UCF employees under a separate, mutually agreeable contract. We can agree however, that both parties will not specifically target and recruit existing employees that are not contemplated under the existing arrangement.



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