



Randstad Technologies' response to the City of Charlotte

RFP# 269-2015-060 – IT Contract Professional Services

Submitted to:
City of Charlotte
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Contracting Officer
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July 29, 2015

4.1.1 – Cover letter

Philip Keller, CPPO; PMP
Contracting Officer
City of Charlotte
600 East Fourth Street, CMGC – 9th Floor
Charlotte, NC 28202-2850

Dear Mr. Keller

The City of Charlotte's (the City) decision to seek key partners to provide IT Contract Professional Services is one that Randstad Technologies is uniquely qualified to understand. As a current strategic partner, our service delivery strategy will continue to be focus on improving efficiencies and increasing value to the City. Randstad proposes to develop a customized, seamless solution that enhances your entire procurement process, without sacrificing the core values that have attributed to your success. Because of our unique staffing approach, the City will continue to realize significant savings in time, money, and effort with no disruption to your business. We understand that your business has a unique set of challenges and opportunities, and we leverage our unique industry insights to deliver on those target areas most important to the City, including:

- Maintaining a portfolio of qualified vendors to support your IT staff augmentation program
- Supporting a national network of agencies and organizations through the Charlotte Cooperative Purchasing Alliance
- Establishing a long-term relationship with vendors to control staff augmentation program costs

As an incumbent staffing provider for the City since 2010, Randstad Technologies is uniquely qualified to continue supporting your staff augmentation program. Having developed a deep understanding of your business environment, the challenges you face in your industry, your need for quality talent, and establishing the foundation of a long-term partnership, we are well positioned to expand upon our existing relationship and provide additional value to the City.

In 2014, we successfully placed nearly 300 talent in the public sector. The talent placed have the skill sets most utilized by the City (e.g., Network Engineering, Project Management, Business Analysis). The City will benefit from our ability to drive continuous improvement through program efficiencies. Given our local market experience, proximity to the City of Charlotte's Government Center, and background in the public sector, we are confident we can continue to provide superior support.

Our goal is to exceed your expectations by continuing to provide the highest value and quality in every aspect of our service. Leveraging an extensive, proprietary candidate database (2,000,000+), along with local market knowledge and a competitive pricing model, we will continue to provide the City with a flexible staffing solution, as outlined in detail in the following pages. To ensure service delivery, our established dedicated local account management team, led by Lauren Price, with the support of a robust recruiting team, will continue to support the

City. Randstad Technologies' dedication to providing the highest levels of customer service has made us an industry leader for the past 31 years.

We at Randstad are excited about the opportunity to expand our partnership with the City of Charlotte, and look forward to the evaluation process over the coming months. Should you have any questions, your Account Manager, Lauren Price, can be reached at 704.972.3794.

Randstad Technologies' has established a cost plus pricing structure (fixed mark-up), which factors in a number of cost considerations, including direct labor rates, service costs (burden), market conditions, and volume. Within the scope of this RFP, **Randstad proposes a 50% mark-up** to be applied to the temporary employee's hourly pay rate to establish an hourly bill rate for the City. Additional details can be found in Required Form 4 of our response.

This is to attest that this proposal and its contents, both material and financial, are true and accurate to the best of my knowledge.

Sincerely,



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About Randstad Technologies

one of
North America's
largest
technology talent &
solutions providers



providing IT
services for
30+
years



60+
locations
6 delivery centers

proprietary
candidate database
1.7 million
IT professionals



nearly
10,000
associates & talent

- 8,600+ technology professionals
- 550+ recruiters
- 350+ account executives
- 250+ operations, delivery management & support

consulting
projects
outsourcing
recruitment



4.1.2 – Executive summary

The Service Provider shall submit an executive summary, which outlines its Proposal, including the proposed general management philosophy. The executive summary shall, at a minimum, include an identification of the proposed project team, responsibilities of the project team, and a summary of the proposed Services. This section should highlight aspects of this Proposal, which make it superior or unique in addressing the needs of the City.

For more than 30 years, Randstad Technologies has been connecting companies around the world to customized technology solutions that meet and surpass objectives. We combine our deep industry expertise with our broad range of full-service capabilities to deliver the right fit to our clients and candidates. From recruitment to technology solutions, we power our clients' success and drive our candidates' growth. Randstad Technologies creates the talent-driven strategies that help our clients stay competitive in the marketplace.

Through our expanding national network of over 60 business units nationwide, our company has helped thousands of candidates find rewarding technology jobs with businesses ranging from high-tech startups to Fortune 100 corporations. Over 1,000 clients rely on Randstad Technologies to strengthen their competitive positions and each year we continue to add to our growing list of loyal customers.

We understand that every business has a unique set of challenges and opportunities and we leverage our unique industry insights, honed through decades of experience in the technology sector, to deliver the talent and solutions necessary to achieve each client's specific goals. As the third largest technology talent and solutions provider in the US, our track record speaks for itself. Backed by our high-impact professionals, we deliver tangible and meaningful results powered by solutions that help create, innovate and lead change.

Our philosophy/culture

Our shared culture, expressed through our behavior, is a clear indicator of the way we live our values. At Randstad, we believe that creating the best solutions in HR services means always doing more, going further. This starts with continuously deepening our understanding of the environment and marketplace in which we operate. We need to understand the present and future needs of our clients, candidates, shareholders, and other stakeholders.

Many companies say that their people are their most important asset. As one of the world's largest employers, we could not agree more. As success depends largely on the people you employ, it also depends on the people you employ to find them. The better we know our clients and candidates and the better our rapport with them is, the better we are at matching their needs and exceeding their expectations. They experience us as friendly and open as well as professional and driven.

'Good to know you' continues to represent the Randstad culture – what we stand for and how we behave. It invokes our core values of to know, serve, and trust. 'Good to know you' exemplifies the pleasure we take in working together to provide excellent service to our clients and candidates. We mean it, it is at the heart of everything we do, and it is certainly how we want to be known.

Account management structure

Our strategy for the City will be to customize a service delivery model based on a detailed understanding of your corporate culture and business environment. Our structured approach will deliver value across your program while leveraging a combination of diverse recruiting mediums, a dedicated single point of contact, routine performance monitoring/reporting, continuous improvement initiatives, and Operational Support Specialists in order to achieve maximum results. In the following, we have provided an overview of your current account team, along with their supporting roles that will be used to continue to service the City.



Core management and support team

- Executive Sponsor, Wes Wetmore
- Single point of contact, Lauren Price
- Local branch management

Core recruiting team

- Dedicated local recruiting
- National recruiting
- International recruiting
- Off-shore recruiting (24x7)
- Affiliate vendor base (if necessary)

Corporate support

- Dedicated operational support

Roles and responsibilities

Executive Sponsor (Wes Wetmore, Vice President)

Wes will perform internal quality assurance checks and provide guidance to our account team to ensure service commitments. He will solicit feedback from your key stakeholders as part of our continuous improvement initiative. Wes and additional members of our executive leadership can also be called upon to assist in challenge resolution at the highest level, as warranted.

Single point of contact (Lauren Price, Account Manager)

Lauren will continue to be dedicated to your business and will remain your single point of contact and primary Relationship Manager for all aspects of our service for the City. Lauren has become an expert in your organization – your business culture, business model, key initiatives, drivers and metrics. To ensure your business needs continue to be met at all levels, she will advise on service enhancements and will be responsible for maintaining service continuity, ensuring service commitments and providing challenge resolution across our account team.

Dedicated local recruiting

We will dedicate Recruiters from our local offices in the Charlotte, NC area to lend market knowledge and experience to the City. Our Recruiters will establish a thorough understanding of the key technical and non-technical information required for each assignment. By taking the time and interest to ensure that they understand the technical environment of your business units, our Recruiters have become experts in the skill sets utilized by the City.

National recruiting teams

Our national recruiting teams serve to complement local recruitment efforts by offering ongoing staffing support for existing clients of Randstad Technologies. Working in collaboration with our offices across the US, the national recruiting teams drive accountability for sales and recruiting results at the local branch, regional and corporate levels. These teams specialize in sourcing quality candidates across multiple regions and operations and are highly skilled in remote candidate recruiting, assessment, placement and retention. Our national Recruiters source talent based on client needs and specifications and will assist in the vertical sourcing of specialty and niche skill sets, should the need arise. Our national recruiting model ensures service continuity across all client sites and maximizes Randstad Technologies' market share in locations not serviced by local offices as well as supplements the candidate pool of our branch networks.

International recruiting (H-1B sponsorship)

An inherent differentiator in our recruiting model is our international recruiting division, which specializes in sponsoring IT talent from around the world to provide the most comprehensive skill set availability possible. With more than a decade of experience in international recruitment, we pride ourselves on our expert knowledge of the immigration process and handle all Department of Labor and HR issues. Whether one requires a new H-1B sponsorship or just a transfer of visa, we ensure a smooth transition.

Off-shore recruiting

Located in Secunderbad, India, our off-shore recruiting division is a shared service that leverages technology, infrastructure, and time zone differences to afford 24/7 screening and recruitment support to Randstad's US-based clients. Our off-shore recruitment experts provide

overnight sourcing via a multi-Recruiter screening process. This model delivers a true competitive advantage to our US Recruiters by enhancing their productivity and reducing hiring time. Our off-shore teams provide customized recruiting solutions in support of Randstad's IT, Life Sciences/Pharma, and RPO staffing initiatives.

Operational support

Each of our branches are assigned staff members from our corporate office to provide customer service support for all general operational functions. As a part of our service delivery model, the City will have a dedicated representative to work in conjunction with our local account team to handle all your specific invoicing, reporting and administrative requirements.

Relationship overview

As an incumbent staffing provider for the City since 2010, Randstad Technologies has developed a deep understanding of your business environment, the challenges you face in your industry, and your need for quality talent. Having established the foundation on which we can continue to build a long-term partnership, we are well positioned to continue supporting your IT contingent staffing program.

4.1.3 – Proposed solution

Given the purpose of this project and the City's goals as stated in this RFP, provide a creative solution to meet such goals. For each component of the Project described in Section 3, state whether your Proposed Solution complies and provide a description of how the Proposed Solution complies as well as any additional information requested. If you wish to add supplemental information, it shall be labeled "Supplemental Information."

In order to maintain service continuity for the City, we will continue to employ our current solution and service delivery model to support your IT staff augmentation needs. From recruiting top talent to ensuring the City's satisfaction through ongoing communication, our solution is designed to ensure the City doesn't experience any gaps in productivity.

Making the match

Making the match is what we do and Randstad Technologies aims for a superior match each and every time we place technology talent on assignment. We will work closely with the City to gain an in-depth understanding of your staffing and partnership requirements. Rather than simply collect a "laundry list" of requirements and skills, Randstad Technologies asks questions that allow us to build a functional job profile, including key success milestones and attributes that allow us to match not only skills and experience, but also subtle elements such as fit with managerial style, corporate culture, etc. With this knowledge, we develop a thorough candidate profile that forms the basis of our recruitment strategy.

Recruiting strategy

We will employ a comprehensive, City of Charlotte-specific recruitment strategy that examines the state of your local market(s), allowing us to understand its dynamics, including demographics, labor conditions, unemployment rate, and statistical workforce projections. Based upon labor market conditions and the types of skills the City requires, we identify the highest-yield target groups from which to recruit, and determine an appropriate strategy to

attract talent from those areas. This includes selecting appropriate sources for talent, isolating the most effective tactics to penetrate these sources, and creating an overall market approach.

Recruiting mediums

According to a recent CareerBuilder study, a candidate uses an average of 15 resources when searching for a job. Understanding that candidates are technology savvy and versatile, we have launched several large scale sourcing initiatives to increase our company's visibility across a variety of mediums. This provides us the resources we need in order to effectively market our clients' jobs, as well as recruit the best technology talent. Our recruiting methods fall into several categories, as outlined in the following.

VIP candidate pool

This large pool of technology professionals has worked exclusively with Randstad Technologies for years, affording us a competitive advantage in filling the City's requisitions. By placing the same top, reliable, qualified professionals who have worked for us before, we are able to ensure quality up front and customer satisfaction in the end. It is only after first going to this VIP pool that we will engage other sources to find a match for the City.

Referrals

Candidate referrals from our talent, our clients, and other divisions that make up Randstad are our most successful means of sourcing candidates.

Proprietary database

We leverage a proprietary talent database of more than 2,000,000 qualified technology professionals. Our applicant tracking and customer relationship management systems are structured to allow for the vertical sourcing of talent appealing to our target markets and may be queried based on any number of criteria, including skill set, experience, certifications and location. This allows for on-demand recruitment tailored to the unique needs of the City (e.g., experience, technical certifications, etc.).

Our website

We maintain a proprietary job board (technologies.randstadusa.com) that drives talent to our organization. We are focused on continually enhancing our dynamic website to attract web traffic. We currently receive over 510,000 hits per month to our website. This means that when a position is given to Randstad Technologies, we are utilizing our extensive web strength to ensure that the City's positions are very visible to the market.

Job boards

Our Recruiters have access to numerous external, national, and vertical job boards and use them only to supplement our customized recruitment mediums. This is unlike other firms who generally rely on subscription databases. A sampling of websites that we utilize regularly includes:

- Dice
- Monster
- CareerBuilder
- Twitter
- LinkedIn

- Facebook
- Sologig

Social media and traditional advertising

According to CareerBuilder, 54% of candidates are using social media to apply and to research a company's brand, culture, and reputation. Accordingly, Randstad Technologies continues to develop innovative social media strategies in order to stay aligned with the ever-changing market place. New tools, services, and applications are revolutionizing the way we are able to market your jobs. Our inbound marketing strategy leverages our social media, search engine optimization, content marketing, and social listening efforts in a unified approach, increasing the effectiveness of each.

For example, our new Facebook job search application allows candidates to search our openings directly through Facebook on any device, receive job alerts, and share details across any of their social networks. We have Twitter and Google+ feeds to send optimized job opening details targeting job-search oriented queries and new Twitter initiatives allowing us to target-follow users openly inquiring about specific position types or availabilities. To complement this strategy, we are improving the search visibility of our local offices through optimized Google Local pages.

We also do a significant amount of media advertising – radio/digital. As an added advantage to the City, we are able to provide micro campaigns for specific staffing engagements. We are able to research the predictive web trends of desired candidates so that we can run highly customized and targeted advertisement campaigns to attract new talent. These dynamic ads appear on various websites and radio stations.

Further, as part of our agreement with CareerBuilder, we have access to their mobile-friendly product called Talent Network. This is a Randstad Technologies branded microsite that is built to house all of our jobs. It allows for search engine optimization and is a great tool to allow us to network with passive candidates. Once passive candidates join our Talent Network they are continually notified when one of our postings matches their profile. This has been very beneficial in keeping us in contact with high performing talent that are not actively on the market.

Local recruiting mediums

Randstad Technologies' local presence in Charlotte, NC and the surrounding region is an important component of our sourcing initiatives. As a highly visible local employer we are able to significantly augment our recruitment efforts through partnerships with the following local organizations:

- Colleges, universities and technical schools
- Community and networking events
- Open houses
- Job fairs and trade shows
- State employment services
- Community and professional organizations
- Volunteer organizations (e.g., Year Up)

Candidate screening

According to a recent CareerBuilder study, a single bad hire could cost a company over \$50,000. Therefore, we understand the importance of finding the right candidate from the very start. Our reputation is built on our ability to consistently identify and deliver qualified candidates to our clients. When suitable candidates have been identified, they undergo a rigorous screening process. This is a key step in evaluating the candidate's technical abilities and business acumen, as well as his or her professionalism and interpersonal skills. Randstad will collaborate with the City to create a thorough screening process that meets your requirements. Following, we have outlined aspects of the screening process that will be customized for the City.

- **Pre-qualification/phone interview:** Pre-screening of communication, technical and interpersonal skills, as well as work history
- **In-person interview:** Secondary screening of technical, communication and interpersonal skills, along with background, credit, location preferences, job history, education, etc. During our interaction with the candidate we will ask comprehensive questions so that we place the candidate in the job best suited to his or her background.
 - Technical interview – Subject Matter Experts rate technical skill proficiency
 - Soft skills interview – Interpersonal skills, communication skills, location, environment and business sector preferences, and personality profiling
 - Behavioral event interview – Designed to elicit open-ended responses based on prior employment history
- **Credential/education verification:** Randstad will conduct education and credential verification checks if applicable to the specific position
- **Skills assessments:** Randstad's professionally developed and validated tests not only measure a candidate's skill proficiency, but also aptitude and motivation
- **References:** Each candidate provides a minimum of two professional references. We use this information to better understand the individual's experience, skill level and work ethic, so that we place the candidate in the job best suited to his or her background. A thorough reference check allows us to assess:
 - Nature of association with candidate, including relationship and dates of employment
 - Technical responsibilities
 - Evaluation of technical performance
 - Communication/presentation/interpersonal skills
 - Reliability/punctuality/ability to meet deadlines
 - Reasons for leaving
 - Eligibility for rehire

Once a candidate has moved forward in the hiring process and an offer is extended, Randstad will conduct the following upon request:

- **Authorization verification:** Ensure legal authorization to work (i.e., I-9, W-4 forms) in the US, which is conducted through E-Verify

- **Background screening:** Randstad will work with the City to establish business rules and customize a background check process that meets your requirements. Randstad has trusted partnerships with companies that have the resources to perform a variety of background checks at a local, county, and state level, including:
 - Social Security verification
 - Criminal records check
 - Motor vehicle report, if applicable
 - Civil records check
 - Credit reports
 - Customized background checks

Assessments

Committed to providing the most qualified talent, we can conduct highly customized skill and personality assessments through a number of proprietary tools and business partnerships. One defining difference between a good candidate and a great candidate is their ability to tackle the challenges of each job assignment with ease and confidence. We can provide tests that will not only measure a candidate's skill proficiency, but also their overall aptitude and motivation. Our customized technical assessments (upon request) are administered through online testing tools such as SHL, eSkill and Prove It!.

SHL partnership

Through a strategy of ongoing development and enhancement, SHL has accumulated a database of predictive assessment test content guided by the results of 50 million job applicants and high-achieving employees. This insight, coupled with applied principles from the science of industrial-organizational psychology, gives us the ability to accurately predict on-the-job performance. Tests can easily be combined based on targeted skill profiles, administered as a supplement to a job-specific solution or used individually to help identify productive applicants and streamline the hiring process.

eSkill partnership

eSkill is a leading provider of web-based skill testing. The software provides customized skills tests to fit the knowledge requirements for any job position. We utilize eSkill to host our technical testing center. Candidates can log on to our website and take specific skills tests at no cost. The results are automatically sent to the candidate and stored in our proprietary database.

Prove It! partnership

This partnership allows us to analyze the range and depth of each candidate's abilities, ensuring an accurate, non-subjective skill profile. Thorough and documented skills assessments provide concrete proof that talent can perform all the tasks at the speed required. For example, Prove It! quantifies keystrokes per hour, documents per hour, total errors, error rate, and elapsed time – measuring levels ranging from entry to expert. Further, because Prove It! is designed to isolate specific tasks within each software application, we are able to customize a testing series based on the skills that are most important to the client.

Testing

Our strategy has always been to recruit based on the unique needs of our clients and to become experts in those skill sets. Accordingly, our talent generally do not require a lot of

training. However, we are committed to continually exceeding high expectations and recognize that ongoing training is essential both for clients and talent who want to thrive in today's rapidly changing technology marketplace. In the event a talent requires training, we offer free and discounted training opportunities.

We have formed a partnership with a best-in-class training provider - New Horizons - with offices based in both the US and Canada. New Horizons leverages a unique combination of technical knowledge, educational expertise, and an understanding of methodologies to provide a dynamic, self-paced learning environment that offers professionals the training they need. Courses include a mixture of static conceptual content, interactive "knowledge builders" to reinforce topics, embedded quiz questions to verify comprehension and hands-on exercises. Currently, our training programs are available to Consultants who are placed on assignment with our clients. This program provides every Randstad Technologies talent the opportunity to benefit from both free and discounted computer-based training.

On-boarding candidates for the City

Studies show that an investment in on-boarding can result in accelerated learning rates, higher productivity, and retention - factors that all employers desire. With this understanding, all Randstad talent will undergo a thorough on-boarding process prior to the start of any assignment. Our on-boarding process will outline the City's policies and procedures and further iterate your expectations. Our focus is on seamlessly integrating our talent into the City's culture and equipping them with the information, guidance, and support to become independently productive as soon as possible.

Once a candidate has been interviewed and selected by the City, the candidate begins the on-boarding and orientation process. Randstad Technologies offers a number of manual and automated solutions to assist with on-boarding that can be customized to each of your engagements. On-boarding procedures for all temporaries assigned to your locations will be coordinated by your dedicated single point of contact. The following is an overview of a typical orientation process which will be customized to meet your needs:

- City of Charlotte summary information
- Overview of the City's workplace policies
- Assignment of work schedule
- Software training if applicable (submitting time cards, etc.)
- Security/badge access procedure review/assignment (if applicable)
- Establish regular series of check-in calls
- A review of wages and benefits
- Contract flow downs
- Completion/sign-off all required documents

Please note that upon completion of the orientation, all of our talent will be "ready" (according to the City's standards) to start their assignments.

Ensuring the City's satisfaction

We have a long-standing commitment to quality, both in our service offerings and in our method of doing business. Over the last few years, Randstad Technologies has consistently ranked among the top staffing companies according to Inavero's Best of Staffing Lists. The key to achieving our quality goals is in fostering long-term relationships with our clients and talent,

and in using their feedback to continually improve our service. Many of our clients have come to trust Randstad Technologies and know that they will receive the optimal match of talent, service levels, and pricing to stay competitive. Recognizing that total customer satisfaction is critical to our mission, we monitor our performance to ensure parameters previously defined are being met. The following is an overview of the processes that will be used to measure and track our performance with the City:

- Generation of key performance statistics
- Regular talent performance evaluations
- Web-based quality surveys
- Regular monitoring of the City's service level commitments

To exceed service level commitments and ensure the City's satisfaction, we will continue leveraging a solid continuous improvement initiative, including Quarterly Business Reviews (QBRs). A series of strategic meetings (tailored to fit the needs of the City) will be established to ensure service continuity, adherence to service level commitments, ongoing communication of program objectives and to identify opportunities for efficiencies. Further, these business reviews will provide us with the opportunity to share ideas and exchange feedback and allow us to accurately measure the level of the City's satisfaction. Our goal is to continue exceeding your expectations in all facets of the program.

Compliance with Section 3 – Scope of IT Contract Professional Services

3.1 – General scope

As an incumbent provider of temporary staffing solutions to the City, Randstad Technologies understands the scope of work to be performed, and asserts that our service delivery model will continue to comply with your requirements.

3.2 – Charlotte Cooperative Purchasing Alliance (CCPA)

Randstad understands the scope of work to be performed through the CCPA program and the agencies participating in it.

3.3 – Job categories

As an incumbent provider of temporary staffing to the City, Randstad has demonstrated our ability to support the skill sets required within the scope of this RFP.

3.4 – Personnel selection process

As an incumbent provider of temporary staffing to the City, Randstad is already familiar with your process for placing requests for contractors (i.e., Request for Résumés Notification), and will continue to remain compliant with your standard operating procedure moving forward. Further, Randstad acknowledges that we will adhere to the City's request to respond to requisitions within two business days. Please note that some requisitions may require additional time for to respond with qualified candidates based on skill sets required (i.e., niche and specialty skill sets).

3.5 – City’s current applications

Randstad Technologies has reviewed the list of current products/applications, and verifies that as a five-year incumbent provider to the City, we are capable of providing talent proficient in these skill sets – including proprietary City of Charlotte applications. Areas of expertise include, but are not limited to:

- Application architecture
- Business analysis
- CRM/ERP
- Database development/Administration
- Desktop/Help Desk support
- Management/Directing
- Network administration/Engineering
- Project management
- QA/Testing
- Security administration/Engineering
- Software development
- Systems administration/Architecture/Engineering
- Technical writing
- Training
- Web development
- Other (Hardware Engineering, etc.)

3.6 – Pricing

Randstad Technologies understands the City’s desire to establish long-term relationships with selected vendor(s), and agree to the proposed terms (i.e., initial term of three years, with an option to renew for two additional consecutive one-year terms thereafter).

Randstad Technologies has also completed the pricing worksheet as provided in Section 6, Form 4, and has included it within “Section 4.1.4 – Required Forms.”

3.7 – Administrative fees

Randstad Technologies has provided our proposed administrative fee to be paid to the City for CCPA Program and Contract administration on the pricing worksheet provided in Section 6, Form 4, and included it within “Section 4.1.4 – Required Forms.”

3.8 – Customer service

We have a long-standing commitment to quality, both in our service offerings and in our method of doing business. Over the last few years, Randstad Technologies has consistently ranked among the top staffing companies according to Inavero’s Best of Staffing Lists. The key to achieving our quality goals is in fostering long-term relationships with our clients and talent, and in using their feedback to continually improve our service. Many of our clients have come to trust Randstad Technologies and know that they will receive the optimal match of talent, service levels, and pricing to stay competitive. Recognizing that total customer satisfaction is critical to our mission, we monitor our performance to ensure parameters previously defined are

being met. The following is an overview of the processes that will continue to be used to measure and track our performance at the City:

- Generation of key performance statistics
- Regular talent performance evaluations
- Web-based quality surveys
- Regular monitoring of the City's service level commitments

To exceed service level commitments and ensure the City's satisfaction, we will continue leveraging a solid continuous improvement initiative. Business reviews (as deemed necessary by the City and Randstad) will continue to ensure service continuity, adherence to service level commitments, ongoing communication of program objectives and to identify opportunities for efficiencies. Further, these business reviews will continue to provide us with the opportunity to share ideas and exchange feedback and allow us to accurately measure the level of the City's satisfaction. Our goal is to continue exceeding your expectations in all facets of the program.

3.9 – Reporting requirements

Each Randstad operating unit is supported by members of our operational support team, who ensure compliance with our clients' invoicing, reporting, and administrative requirements. As an incumbent provider to the City, we are familiar with your current requirements, and will continue to work with you moving forward to adapt to any changes and continue to ensure compliance with your reporting requirements.

3.10 – Appearance

Randstad Technologies will continue to ensure that all talent placed on assignment with the City are informed of appropriate dress based on job assignment and environment, as well as enforce compliance with any applicable dress code(s).

3.11 – Employee expenses

Randstad Technologies understands that the City will not, as a rule, reimburse expenses such as travel, lodging, meals, relocation costs, etc. In the event such reimbursement is requested, we will ensure that written hiring manager approval is obtained prior to proceeding with placing talent.

3.12 – Time Records

Randstad is dedicated to achieving timely and accurate "right-first-time" billing. As a standard, our invoices are generated weekly by our dedicated billing department from our Field Support Center facility within our corporate headquarters. This department oversees billing processes, procedures and reconciliations across our client base, providing efficient services to improve the billing and payment cycle for our clients. Our billing department works in conjunction with our front and back office teams to ensure billing processes and procedures are clearly communicated and supported. Our goal is to provide our clients with the highest level of billing accuracy and timeliness.

Invoicing procedures

Randstad participates in many procurement programs, each with unique timekeeping and billing requirements. Typically, our standard process mandates that our talent submit approved timesheets weekly to their Randstad account team for entry into our proprietary, online time management systems, to ensure accurate timekeeping. These systems are accessible from Randstad's websites and afford clients and Randstad the ability to track, monitor, and approve time all from a centralized location. Subsequent reports are then generated and processed for accuracy. Please note, our systems allow for client customization of numerous timekeeping and invoicing reporting formats.

For your review, we have provided an overview of Randstad's standard invoicing procedure:

1. All talent complete an electronic time and expense report and electronically transmit to the approving client hiring manager. If unable to submit electronically, Randstad will accept a manual timesheet and submit on the talent's behalf.
2. The approving hiring manager reviews and approves/rejects each report.
3. If the manager approves a report, it is electronically transmitted to our account team.
4. If the manager rejects a report, it is electronically returned to the talent for correction. The rejected time report includes an explanation for the rejection by the approving hiring manager (steps 1-4 are repeated until approval is received).
5. All approved time reports are compiled to create one consolidated invoice.
6. Randstad electronically transmits a customized invoice to the City.
7. The City pays Randstad.

Please note that our procedures vary slightly based on skill discipline and client processes.

Invoicing formats

Following are the typical invoicing formats we support:

- E-commerce: We will enter invoice data to the client website to ensure input and reporting is performed in a timely manner
- Internet email: The exchange of information is conducted through email as often as the client prefers; clients simply specify their preferred form of communication
- Traditional EDI: Information can be delivered to or from the client's system through a value-added network

eBilling invoices

To provide additional convenience to the City, Randstad provides electronic billing. Each Friday, an electronic notice is sent to the hiring manager, announcing that the invoices are ready for viewing. At this point, clients can access the website and view invoices and other account information, such as outstanding balance, payments, etc. Invoices can be printed or emailed to anyone authorized within the City. The benefits from eBilling are through the ability to:

- Receive invoices more quickly via email
- Review invoices, timesheets and monthly statements online, any time
- Route an invoice to other email addresses
- Download a specific invoice or range of invoices into spreadsheet format
- On-demand reporting that can be easily downloaded to Excel

Ensuring invoicing accuracy

Randstad aims for 100% accuracy in all our invoice transactions. Our process for achieving this metric includes:

- Dedicated Randstad Billing Specialist to manage all City of Charlotte's billing processes
- Extensive quality control performed before released (i.e., adherence to unique requirements, etc.)
- Time and hours match performed to ensure invoicing accuracy
- Review of overtime authorization
- Daily audit of invoices to check for rejects and re-issuance of a corrected version, if necessary (within 30 days for Randstad errors)
- Review to ensure all applicable discounts are applied at the appropriate times

3.13 – Overtime

Randstad Technologies understands that overtime is only permitted for contractors at the sole discretion of the City, and agrees to these terms. Regarding overtime rate of pay, we have included our exception to this term in "Section 4.1.6 – Exceptions to the RFP" of our response.

3.14 – Holidays

Randstad Technologies understands that our talent may be required to work on City holidays, depending on requirements, and will ensure that all talent placed are made aware of any such potential scenarios prior to placement.

3.15 – Background checks

Randstad will continue to work with the City to establish business rules and ensure we have a background check and drug screening process that meets your requirements. Randstad has trusted partnerships with companies that have the resources to perform a variety of background checks at a local, county, and state level, including:

- Social Security verification
- Criminal records check
- Motor vehicle report, if applicable
- Civil records check
- Credit reports
- Customized background checks

3.16 – Drug testing

Randstad will continue to work with the City to establish business rules and ensure we have a background check and drug screening process that meets your requirements, including pre-placement drug screens, as well as any post-accident drug and alcohol tests.

3.17 – Driving

Randstad Technologies understands that driving may occasionally be a requirement depending on specific job descriptions. In the event Randstad Technologies places any talent with the City

who are required to drive as part of their assignment, we will work with you to ensure any specific screening requirements are met prior to placement.

3.18 – Temp-to-perm conditions

Randstad Technologies understands that the City may wish to retain our talent on a permanent basis. We also understand that the City has requested the ability to convert any temporary employee at any time at no cost. Per the City's request, we have included our exception to this term in "Section 4.1.6 – Exceptions to the RFP" of our response.

3.19 – Additional services

Also known as Employer of Record (EOR) services, Randstad serves clients by assuming all of the employment liability for the worker, including payroll, related tax and insurance payments, and processing. In addition to the value derived from processing efficiencies and the flexibility of a contingent workforce, Randstad helps ensure client companies are not exposed to co-employment risk. In that regard, Randstad does the following:

- Conduct internal compliance audits to ensure adherence to program policies
- Aggressively establishes and maintains the employer relationship with Randstad talent and acts to the fullest extent possible
- Advises clients on co-employment risks and pitfalls, including training of client personnel
- Assumes workers' compensation liability for all Randstad talent injured during the course of their assignment
- Offers a benefits program that is far above the industry average and equivalent to many traditional "full-time" programs. These benefits help reinforce that Randstad is the employer, and that Randstad talent should look to Randstad for employment opportunities and associated amenities
- Stresses to Randstad talent that they are Randstad employees and reinforces that position through materials and activities
- Maintains appropriate records to satisfy IRS inquiries and allow Randstad clients to rely upon its record keeping

Randstad Technologies has provided our pricing proposal for payrolling services in Section 6, Form 4, provided by the City.

3.20 – Confidentiality and Non-Disclosure Contract and Assignment of Property Rights

Randstad Technologies understands that all talent must sign the Confidentiality and Non-Disclosure Contract and Assignment of Property Rights, provided by the City as Exhibit E of this RFP, prior to placement on assignment.

3.21 – City contract requirements

Please note that Randstad has reviewed the City's Sample Contract and we are able to agree to the majority of the terms and conditions contained therein. Per the City's requirements, we have proposed a modest exceptions list in "Section 4.1.6 – Exceptions to the RFP" of our response.

4.1.4 – Required forms

To be deemed responsive to this RFP, Service Providers must complete in detail, all Proposal Forms listed in this Section 4, items numbered d through i.

In accordance with the City's RFP, we have completed and included the Required Forms on the following pages.

Section 6
Required Forms

REQUIRED FORM 2 - ADDENDA RECEIPT CONFIRMATION

RFP # 269-2015-060

IT Contract Professional Services

Please acknowledge receipt of all addenda by including this form with your Proposal. All addenda will be posted to www.ips.state.nc.us.

ADDENDUM #:

**DATE ADDENDUM
DOWNLOADED FROM NC IPS:**

 1
 2

 7/2/2015
 7/16/2015

I certify that this proposal complies with the General and Specific Specifications and conditions issued by the City except as clearly marked in the attached copy.

Robert Conder
(Please Print Name)

 7-24-15
Date

 Robert Conder
Authorized Signature

 Managing Director
Title

 Randstad Technologies, LP
Company Name

Section 6
Required Forms

REQUIRED FORM 3 - PROPOSAL SUBMISSION FORM

RFP # 269-2015-060

IT Contract Professional Services

This Proposal is submitted by:

Service Provider Name: Randstad Technologies, LP

Representative (printed): Robert Conder

Representative (*signed*): Robert Conder

Address: 150 Presidential Way, 4th Floor

City/State/Zip: Woburn, MA 01801

Email address: robert.conder@randstadusa.com

Telephone: 704.323.8896
(Area Code) Telephone Number

Facsimile: 704.347.0008
(Area Code) Fax Number

The information contained in this Proposal or any part thereof, including its Exhibits, Schedules, and other documents and instruments delivered or to be delivered to the City, is true, accurate, and complete. This Proposal includes all information necessary to ensure that the statements therein do not in whole or in part mislead the City as to any material facts. It is understood by the Service Provider that the City reserves the right to reject any and all Proposals, to make awards on all items or on any items according to the best interest of the City, to waive formalities, technicalities, to recover and re-bid this RFP. Proposal is valid for one hundred and eighty (180) calendar days from the Proposal due date.

Randstad Technologies, LP
Service Provider
Robert Conder
Authorized Signature

7-24-15
Date
Robert Conder
Please type or print name

REQUIRED FORM 4 - PRICING WORKSHEET

RFP # 269-2015-060

IT Contract Professional Services

Regardless of exceptions taken, Service Providers shall provide pricing based on the requirements and terms set forth in this RFP. Pricing must be all-inclusive and cover every aspect of the Project. Cost must be in United States dollars rounded to the nearest quarter of a dollar. **If there are additional costs associated with the Services, please add to this chart. Your Price Proposal must reflect all costs that the City will be responsible for. Service Providers should only provide pricing for those Categories and Levels for which they are able to provide eligible professional IT Contractors.**

Indicate the low/high Pay Rate range and Bill Rate range for each Category/Level/Type below, as well as the mark-up for each applicable category. Pay Rate and Bill Rate ranges, as well as Mark Up percentages indicated here shall be incorporated into the final Contract with the Service Provider.

CATEGORY	LEVEL	PAY RATE LOW	PAY RATE HIGH	BILL RATE LOW	BILL RATE HIGH	MARK UP %
Business Analyst	Business Analyst Support	\$30	\$40	\$45	\$60	50%
	Business Analyst	\$45	\$52	\$67.50	\$78	50%
	Senior Business Analyst	\$53	\$60	\$80	\$90	50%
Project Manager	Project Manager Support	\$25	\$40	\$37.50	\$60	50%
	Project Manager	\$55	\$70	\$82.50	\$105	50%
	Senior Project Manager	\$60	\$75	\$90	\$112.50	50%
Application Specialist	Application Specialist Support	\$30	\$43.33	\$45	\$65	50%
	Application Specialist	\$50	\$63.33	\$75	\$95	50%
	Senior Application Specialist	\$67.33	\$73.33	\$101	\$110	50%
Testing Specialist	Testing Specialist Support	\$23.33	\$30	\$35	\$45	50%
	Testing Specialist	\$36.66	\$48	\$55	\$72	50%
	Senior Testing Specialist	\$50	\$56.50	\$75	\$85	50%
Technical Writer	Technical Writer Support	\$24	\$25.33	\$36	\$38	50%

	Technical Writer	\$31.33	\$34.66	\$47	\$52	50%
	Senior Technical Writer	\$40	\$50	\$60	\$75	50%
Training Specialist	Training Specialist Support	\$25	\$40	\$37.50	\$60	50%
	Training Specialist	\$55	\$65	\$82.50	\$97.50	50%
	Senior Training Specialist	\$75	\$85	\$112.50	\$127.50	50%
Network Engineer	Network Engineer Support	\$26.66	\$30	\$40	\$45	50%
	Network Engineer	\$38	\$46.66	\$57	\$70	50%
	Senior Network Engineer	\$53.33	\$56.66	\$80	\$85	50%
System Administrator	System Administrator Support	\$24.66	\$25.33	\$34	\$38	50%
	System Administrator	\$33.33	\$43.33	\$50	\$65	50%
	Senior System Administrator	\$50	\$53.33	\$75	\$80	50%
Database Administrator	Database Administrator Support	\$28.66	\$36.33	\$43	\$55	50%
	Database Administrator	\$40	\$50	\$60	\$75	50%
	Senior Database Administrator	\$46.66	\$60	\$70	\$95	50%
Security Engineer	Security Engineer Support	\$22	\$28.66	\$33	\$43	50%
	Security Engineer	\$36.66	\$46.66	\$55	\$70	50%
	Senior Security Engineer	\$55	\$75	\$82.50	\$112.50	50%
	Technician Support	\$20	\$25	\$30	\$37.50	50%
	Technician	\$26.66	\$30	\$40	\$45	50%
	Senior Technician	\$30	\$36.66	\$45	\$55	50%
Other *						50%

*** PLEASE NOTE: The Service Provider is not expected to provide Pay Rate and/or Bill Rate Ranges for the Job Category “Other”. However the Service Provider is required to indicate its Mark Up Percentage for the Job Category “Other”.**

Administrative Fees: Per Section 3.7., the Service Provider shall pay the City of Charlotte an Administrative Fee of 1% (minimum of 1%) based on all City and Participating Public Agency sales volumes within 30 days of the end of each calendar quarter set forth in the subsequent Contract. It is the responsibility of the Service Provider to set the Administrative Fee.

Pricing Incentives and Rebates: Service Providers shall identify any incentives and rebates offered based on volume, dollar amounts, or other criteria:

REBATE DESCRIPTION	AMOUNT / PERCENTAGE
* Upon contract award, Randstad may be willing to discuss the feasibility of implementing a volume-based incentive plan for the City's engagement and the CCPA.	

Reference the Charlotte Cooperative Purchasing Alliance (CCPA) website at <http://www.charlottealliance.org>

In the table below, indicate the cost associated for each type of background check that may be requested from time to time. The Rates indicated here shall be incorporated into the final Contract with the Service Provider.

Type	Level	Cost
Criminal (Additional incidences – original and annual checks are at the expense of the Service Provider)	State	\$19.75 /ea
	National	\$19.75 /ea
DMV	State	\$1.50 /ea
	National	\$1.50 /ea
Employment	State	\$6.30 /ea
	National	\$6.30 /ea
Credit Check	State	\$1.80 /ea
	National	\$1.80 /ea
Sexual Offender Registry	State	\$4.95 /ea
	National	\$4.95 /ea

Please indicate the cost associated with “Pay Rolling” Services defined in RFP Section 3.19.

Additional Services	Cost
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"Pay Rolling"	32% mark-up
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Section 7, Exhibit E
Sample Confidentiality and Non-Disclosure
Contract and Assignment of Property Rights

REQUIRED FORM 5 - PROPOSAL CERTIFICATION

RFP # 269-2015-060

IT Contract Professional Services

SERVICE PROVIDER: Randstad Technologies, LP

The undersigned Service Provider hereby certifies and agrees that the following information is correct:

1. In preparing its proposal, the Service Provider has considered all proposals submitted from qualified, potential subcontractors and suppliers; and has not engaged in or condoned prohibited discrimination.
2. For purposes of this section, *prohibited discrimination* means discrimination against any person, business or other entity in contracting or purchasing practices on the basis of race, color, sex, or national origin. Without limiting the foregoing, *prohibited discrimination* also includes retaliating against any person, business or other entity for reporting any incident of prohibited discrimination.
3. Without limiting any other provision of the solicitation for proposals on this project, it is understood and agreed that, if this certification is false, such false certification will constitute grounds for the City to reject the bid submitted by the Bidder on this Project and to terminate any contract awarded based on such bid.
4. As a condition of contracting with the City, the Service Provider agrees to maintain documentation sufficient to demonstrate that it has not discriminated in its solicitation or selection of subcontractors. The Service Provider further agrees to promptly provide to the City all information and documentation that may be requested by the City from time to time regarding the solicitation and selection of subcontractors. Failure to maintain or failure to provide such information constitutes grounds for the City to reject the bid submitted by the Service Provider or terminate any contract awarded on such bid.

Randstad Technologies, LP

NAME OF FIRM

BY: Robert Conder
SIGNATURE OF AUTHORIZED OFFICIAL

Managing Director

TITLE

Section 7, Exhibit E
Sample Confidentiality and Non-Disclosure
Contract and Assignment of Property Rights



REQUIRED FORM 6 – MWSBE SUBCONTRACTOR UTILIZATION

RFP # 269-2015-060

IT Contract Professional Services

The City maintains a strong commitment to the inclusion of MWSBEs in the City’s contracting and procurement process when there are viable subcontracting opportunities.

Service Providers must submit this form with their proposal outlining any supplies and/or services to be provided by each City certified Small Business Enterprise (SBE), and/or City registered Minority Business Enterprise (MBE) and Woman Business Enterprise (WBE) for the Contract. If the Service Provider is a City-registered MWSBE, note that on this form.

The City recommends you exhaust all efforts when identifying potential MWSBEs to participate on this RFP.

Company Name:	Randstad Technologies, LP
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Please indicate if your company is any of the following:

MBE WBE SBE None of the above

If your company has been certified with any of the agencies affiliated with the designations above, indicate which agency, the effective and expiration date of that certification below:

Agency Certifying: n/a Effective Date: n/a Expiration Date: n/a

Identify outreach efforts that *were employed* by the firm to maximize inclusion of MWSBEs to be submitted with the firm’s proposal (attach additional sheets if needed):

Randstad Technologies has not utilized or engaged any subcontractors to support the City of Charlotte’s staff augmentation program.

Identify outreach efforts that *will be employed* by the firm to maximize inclusion during the contract period of the Project (attach additional sheets if needed):

While Randstad Technologies does not anticipate utilizing or engaging any subcontractors to support the City of Charlotte within the scope of this RFP, we do have a Diversity and Inclusion program in place. We have provided an overview of our Diversity strategy within the “Supplemental Information” section of our response.

[Form continues on next page]

Section 7, Exhibit E
Sample Confidentiality and Non-Disclosure
Contract and Assignment of Property Rights

List below all MWSBEs that you intend to use on this Contract.

Subcontractor Name	Description of work or materials	Indicate either "M", "S", and/or "W"	City Vendor #
Not applicable	Not applicable	Not applicable	Not applicable

Total MBE Utilization	%
Total WBE Utilization	%
Total SBE Utilization	%
Aggregate MWSBE Utilization	%

7-24-15
Date

Randstad Technologies, LP
Name of Company

\$2 million
Estimated Total Contract Value

Robert Conder, Managing Director *Robert Conder*
Name, Title and Signature

Section 6 Required Forms

REQUIRED FORM 7 – SERVICE PROVIDER’S BACKGROUND RESPONSE

RFP # 269-2015-060

IT Contract Professional Services

Service Providers should complete and submit the form below as part of their response to this RFP.

Question	Response
Service Provider Identification	
Service Provider Name (Official Name)	Randstad Technologies, LP
Service Provider Location (corporate headquarters)	150 Presidential Way, 4th Floor Woburn, MA 01801
Service Provider Experience	
Years of Experience:	
<i># of years in business:</i>	31 (established in 1984)
Customer Base:	
<i># of public sector clients</i>	Over 35
<i># of public sector clients using the services being proposed.</i>	Providing more than 260 placements within the public sector entities annually, Randstad Technologies has the expertise to support your needs. We service many public sector entities that rely on Randstad Technologies to provide them with quality talent to help drive their business. We offer our clients an unrivaled ability to source and manage talent across all verticals within the public sector.
<i>Identify by name some of the clients similar to City (e.g., similar in size, complexity, location, type of organization)</i>	Randstad Technologies supports the following public sector clients and their IT staff augmentation programs: <ul style="list-style-type: none"> ■ City of Alexandria, VA ■ City of Austin, TX ■ State of Florida ■ State of California ■ Commonwealth of Pennsylvania ■ State of Maine
Market Focus:	
<i>Identify industries and public sector market segments served</i>	Our client base spans both the public and private sectors industry-wide across North America. Our comprehensive staffing capabilities have yielded an extremely diverse client mix. With clients ranging from low-level start-up ventures to Fortune 500 companies, organizations around the nation have grown to rely on us for all their staffing needs. An evaluation of our client base across disciplines reveals it is comprised of predominantly mid to large-sized organizations in the following verticals:

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	<ul style="list-style-type: none"> ■ Business Services ■ eCommerce ■ Education ■ Energy/Oil/Gas ■ Fast moving consumer goods ■ Finance/Banking/Credit ■ Government/State Federal ■ Healthcare ■ Insurance ■ Logistics ■ Manufacturing/Distribution ■ Marketing/Advertising/Publishing ■ Media/Publishing ■ Pharmaceutical/Biotech ■ Retail ■ System Integration/Enterprise ■ Technology ■ Telecommunications
User Groups:	
<p><i>Identify national and regional user groups</i></p>	<p>Randstad Technologies has extensive industry affiliations that enable us to remain current and apprised of developments pertinent to all of the services we offer. Many of our talent and Technical Practice Leaders are active in local, regional, and national technical forums and business organizations, and several are published in professional journals and periodicals. The following is a listing of company-level credentials most pertinent to the IT professional services we provide:</p> <ul style="list-style-type: none"> ■ TechServe Alliance – Bob Dickey, EVP of Randstad Technologies, is on the Board for TechServe Alliance* ■ HIMSS – Member and participant of multiple speaking engagements ■ Microsoft – Silver Partner ■ SAP – Gold Partner ■ HDI (IT Service and Technical Support Community) – Strategic Advisory Board and Executive Forum ■ itSMF (IT Service Management Forum) – Corporate member ■ Project Management Institute (PMI) – Chapter memberships ■ Staffing Industry Analysts (SIA) – Corporate member <p>*We are a member of TechServe Alliance, a</p>

Section 6 Required Forms

	<p>collaboration of IT services firms, clients, consultants and suppliers dedicated to advancing excellence and ethics within the IT services industry. TechServe members represent diverse IT fields, but they have several things in common:</p> <ul style="list-style-type: none"> ■ Collaborative networking and knowledge-sharing for the collective benefit of all ■ Keen understanding of operational and market trends that impact their performance ■ Commitment to fair business practices and high ethical code of conduct standards <p>TechServe Alliance serves as the voice of the industry before the policymakers and the national and trade press. Through our annual legislative conference in Washington, D.C., daily monitoring of congressional activities and serving as the go-to resource for press inquiries on industry issues, TechServe Alliance represents the interests of both those who provide as well as those who rely on IT services.</p> <p><i>Other professional IT organizations</i></p> <p>Our leaders are often called to speak at various IT professional organizations and we have sponsored a number of networking events. Some include:</p> <ul style="list-style-type: none"> ■ CIO Perspective ■ EWIT ■ Various local chapter meetings for the PMI Institute, IIBA and RI Technical Collective ■ “Women in IT Golf” – These events are for our female clients and talent in which they are invited for a free golf instruction and dinner to learn the basics of golf ■ Volunteer organizations (e.g., YearUp)
<p><i>Explain the purpose and function of user groups</i></p>	<p>The purpose and function of these groups, organizations and our affiliation with them is to collaborate with other industry experts and share subject matter expertise and best practices. Remaining active within these communities is an integral part of Randstad’s mission to shape the world of work. Our Account Managers and Leadership network and participate in technology-driven events in order to meet new customer leadership in key markets. Randstad makes it a point to immerse ourselves in events, such as CIO Perspectives, in order to keep up with technology trends in the market. CIO Perspectives is designed</p>

Section 6 Required Forms

	<p>for CIOs, senior IT executives, and tech-involved business executives to connect and collaborate on relevant and timely business technology issues.</p> <p>By participating in such events, we are meeting new small, medium, and large customers. Our Leadership partners with B2B marketing and media firms specializing in providing C-level engagement with the world's largest brands, such as CDM Marketing. For instance, on May 19th of 2015, we participated in the CIO Summit in Charlotte, NC where we lead a roundtable discussion entitled <i>IT Talent Skill Shortages Drive Evolving Delivery Models*</i>. Our leaders are often called to speak at various IT professional organizations and we have sponsored a number of networking events across the country.</p> <p>*Ninety three percent of recently surveyed IT managers said their organizations suffer gaps in the IT skills they need to execute key initiatives. Filling those skills gaps is leading to what in some areas of the country is being called a "talent war." Without access to these scarce skills, organizations struggle to deliver initiatives on time and on budget. Even great ideas that might offer firms sustainable competitive advantages fail to bear fruit due to lack of necessary skills. Traditional methods of finding talent do not always fulfill an organization's needs. New talent and service delivery models have emerged that offer creative methods to provide the needed skills. In this roundtable participants learned:</p> <ul style="list-style-type: none"> ■ How emerging delivery models are solving IT skills challenges ■ How domestic delivery centers can be effective alternatives to offshoring ■ How emerging talent programs can fast track the development of key IT skills. ■ How IT decision makers are recalibrating the balance of project accountability and ownership to deliver services.
<i>Identify if there is an annual or biannual user conference</i>	Randstad routinely participates in conferences/information sharing sessions within the communities listed above.
<i>Identify next planned national conference (location and date)</i>	The date and time of Randstad's next conference is yet to be determined.
Terminated Projects:	

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<p><i>List any terminated projects. Please disclose the jurisdiction and explain the reason for the termination.</i></p>	<p>With a customer base of more than 2,000 organizations, Randstad's customer retention percentage is 98%. It should be noted that Randstad has not lost a major customer due to performance issues. Typical reasons for discontinued business are client budget constraints, and changes in staffing models (e.g., Vendor Management Services).</p>
<p>Litigation:</p>	
<p><i>List any litigation that you have been involved with during the past two (2) years on IT Contract Professional Services implementations.</i></p>	<p>As a publicly held company, Randstad Holding nv and its family of companies are held to certain disclosure requirements imposed under various securities laws. In keeping with our published disclosures, we are able to make the following response to this inquiry:</p> <p>In the ordinary course of our business, we may be threatened with or named as a defendant in various lawsuits. We maintain insurance in such amounts and with such coverages and deductibles as we believe are reasonable and prudent. The principal risks that we insure against are workers' compensation, personal injury, bodily injury, property damage, professional malpractice, errors and omissions, and fidelity losses. Our management does not expect that the outcome of any pending lawsuits relating to such matters, individually or collectively, will have a material adverse effect on our financial condition, results of operations or cash flows.</p>
<p>Organization Size</p>	
<p><i>If Service Provider is a subsidiary, identify # of employees in proposing company/division.</i></p>	<p>Randstad Technologies has 1,174 internal employees.</p>
<p><i>If Service Provider is a subsidiary, identify revenues of proposing company/division</i></p>	<p>Randstad Technologies' financials are consolidated and reported within the annual report of our parent company, Randstad Holding nv. Randstad's 2014 annual revenues were \$22.9 billion.</p>
<p><i>Identify the percentage of revenue used for research & development by the proposing company/division</i></p>	<p>Not applicable.</p>
<p>Corporate Notes</p>	
<p><i>Privately held? Publicly traded? Parent Company?</i></p>	<p>Randstad is a publicly traded company, traded on the NYSE Euronext Amsterdam under the ticker symbol RAND.AMS.</p>

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<p><i>Identify any certifications held by your firm if you are implementing or reselling another firm's products. Include how long the partnership or certification has been effect.</i></p>	<p>Not applicable. Randstad Technologies does not intend to subcontract or re-sell another firm's products within the scope of this RFP.</p>
<p>Additional Narrative Response</p>	
<p><i>Provide an overview and history of your company.</i></p>	<p>As an organization with a broad spectrum of staffing, technology, and employment-related service capabilities, we specialize in flexible technology solutions for our clients. Understanding that each environment is unique, we take a consultative approach to our service offerings. This provides the ultimate flexibility in customized solutions by allowing the City to modularize the services that make the most sense for your needs. A breakdown of our core service offerings are as follows.</p> <p>Recruitment</p> <p>Dedicated exclusively to the IT staffing industry, Randstad Technologies provides qualified professionals across all verticals, including specialty and niche (within one business day for most needs).</p> <p>Recruitment expertise</p> <ul style="list-style-type: none"> ■ Third largest IT staffing firm in the US ■ Contract, contract-to-hire, direct hire services ■ Over 60 business units nationwide to service locally, regionally and nationally ■ 24/7 recruiting capabilities via off-shore recruiting team ■ Offering immigration management services <p>Technology solutions</p> <p>Projects</p> <p>We offer the management of short and long-term technology projects; accepting full ownership of deliverables. Although completing projects and fulfilling client expectations seems standard, studies have found that over 65% of technology projects either go uncompleted or are perceived as unsuccessful. At Randstad Technologies, we blend good governance with subject matter expertise, flexibility and collaboration, and ROI measurement to finish projects and fulfill client needs - on time. Our project services, along with our recruitment, consulting and outsourcing capabilities, enable us</p>

Section 6 Required Forms

to help our clients with any of their technology needs.

Our approach is blending technical expertise and project management skills to fulfill your project requirements. A project has a clear beginning and end that produces a tangible outcome, such as a successful hardware implementation, a software application that meets certain specifications, or the timely migration to a new operating system. We have the relevant project management controls and commitment to success resulting in:

- Delivering the expected project scope on time, and on budget without adversely affecting business operations
- Mature change management and communication
- Collaboration and partnership
- Risk mitigation and issue management

Projects expertise

- Successful implementation of hardware, software, and processes
- 20+ years of technology deployment and implementation experience; proven sequential and iterative methodologies
- Deployed/installed 500,000+ devices
- 20,000 unique site visits annually
- Surveyed and installed over 1 billion square feet of wireless coverage
- Extensive experience in application and portal development
- Provided full lifecycle embedded engineering project services for nearly 20 years

Consulting

We advise on how best to use technology, data, and processes to meet business objectives. Our consulting services help our clients use technology, data, and processes to meet their business objectives. Experienced Subject Matter Experts (SMEs) generate innovative ideas and insightful, workable solutions aimed toward attaining their organizational goals. Engagements vary from the highly strategic to the tactical. Clients look to us for not only unbiased advice and guidance, but also for commitment - when consultants treat their clients' organizations as if they were their own, everyone wins. Engagements typically entail

Section 6 Required Forms

	<p>strategy definition, solution visioning, and IT process and governance that result in:</p> <ul style="list-style-type: none">■ Enhanced profitability■ Improved IT and business alignment■ Enhanced strategic perspective and visibility■ Increased employee effectiveness■ Higher employee morale <p>Consulting expertise</p> <ul style="list-style-type: none">■ Conducted over 300 IT assessments; 30 - 40 completed annually■ Patented methodology for assessments, vendor selections and IT strategy initiatives■ Our experts are former CIOs or technology executives■ Realized savings for clients up to \$20 million <p>Outsourcing</p> <p>Outsourcing is the ongoing management of an existing technology function or process with complete responsibility of all elements associated with it. Whether we deliver on-site or off-site, we are accountable for the success and growth of the functions that we own through established service levels, trending analysis, and effective communication. Randstad Technologies has worked with clients for decades to fulfill their outsourcing requirements by taking partial or full ownership of IT functions and delivering the high quality people, tools, and processes tailored to help them attain their goals. Benefits of our outsourcing capabilities include:</p> <ul style="list-style-type: none">■ Reduces labor and infrastructure costs■ Enhances end user satisfaction■ Increases efficiencies■ Innovates and drives IT and business alignment <p>Outsourcing expertise</p> <ul style="list-style-type: none">■ Over 1,200 employees dedicated to managed services engagements■ We manage systems utilized by over 90 million end users■ Our service desk operation supports over 1.5 million users, across 89 countries, handling over 5 million incidents annually■ Customer satisfaction and agent quality scores average over 90%
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Resource pooling (end-to-end recruitment)

Randstad Technologies' resource pooling solution facilitates the sourcing of high-quality technology resources promptly and efficiently by streamlining the candidate selection process (i.e., sourcing, qualifying, screening, on-boarding, etc.). This flexible offering provides end-to-end recruitment services (tied to service level commitments), while alleviating your administrative burden and dramatically reducing the associated time and expenses of the procurement process.

24x7 recruiting capabilities

Through our offshore recruiting team in Secunderbad, India, our recruitment experts are able to source through our extensive database to provide an initial screening for our local Recruiters and nationally focused recruiting teams. Founded in 2007, this team allows us to not only search for the right candidates around the clock, but create a multi-Recruiter screening process to build a pipeline of candidates ready to contribute to your business success. This around the clock screening and skills matching team will then send their down selected list of candidates to our Recruiters in the US, so that when they get to work in the morning, they are ready to focus on the screening of qualified candidates, rather than time consuming searching. In 2014, this team helped recruit nearly 30% of our overall placements.

Payroll services

We offer payroll services to clients that utilize their own resources to recruit talent but wish to outsource the Human Resources tasks associated with that talent. We have developed unique processes to handle large volumes of payrolled employees while remaining a strong resource to our customers for all matters related to the usage of IT labor. Furthermore, our Payroll Coordinators do not directly handle fulfillment or staffing activities, allowing for a clear delineation between payroll activities and staff augmentation.

The Randstad family ancillary services

- Managed Service Provider (MSP)
- Recruitment Process Outsourcing (RPO)

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	<ul style="list-style-type: none"> ■ Vendor Management Systems (VMS) ■ Randstad Inhouse Services (RIS) ■ Randstad Corporate Services (RCS) <p>History</p> <p>Randstad plays a pivotal role in the world of work. We were founded in 1960 by Frits Goldschmeding. Since then, we have expanded to 39 countries, representing more than 90% of the global HR services market. Randstad has reached many milestones in our journey to become one of the global leaders in HR services. For a detailed timeline of our history, please visit http://www.randstad.com/about-us/history/</p>
<p><i>Describe your total organization, including any parent companies, subsidiaries, affiliates and other related entities.</i></p>	<p>Randstad Technologies, LP is a subsidiary of Randstad North America, Inc., which also includes Randstad General Partner (US), LLC, and Randstad Professionals, LP. Our global parent is Randstad Holding nv, headquartered in Diemen, The Netherlands.</p>
<p><i>Describe the ownership structure of your organization, including any significant or controlling equity holders.</i></p>	<p>Randstad Holding nv acts as a parent company for the subsidiaries in the different countries in which we operate. Randstad Holding has, directly or indirectly, a 100% interest in all subsidiaries (by way of legal ownership of the shares or by way of economic ownership of the shares [put-call option arrangements] for a limited number of companies), unless otherwise indicated. A list of all subsidiaries has been filed at the Chamber of Commerce in Amsterdam ('Kamer van Koophandel', Amsterdam).</p>
<p><i>Provide a management organization chart of your overall organization, showing director and officer positions and names and the reporting structure.</i></p>	<p>For your review, we have provided a high-level organizational chart for Randstad Technologies in the "Supplemental Information" section of our response.</p>
<p><i>Provide detailed information for the IT Contract Professional Services business segments of your organization, showing the reporting structures within these segments and among these segments and the overall organization.</i></p>	<p>A high-level organizational chart of our executive leadership, as well as an organizational chart illustrating the executive leadership reporting structure for the City of Charlotte, can be found in the "Supplemental Information" section of our response.</p>
<p><i>Describe any organizational changes such as divestitures, acquisitions, or spin-offs involving your IT Contract Professional Services business segments that have occurred in the latest two (2) years or are anticipated in the future. Include all appropriate organizational charts.</i></p>	<p>Not applicable. Randstad Technologies has not undergone any organizational changes within the past two years. As a publicly-traded company, we are unable to discuss any future plans regarding corporate organizational structure.</p>

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<p><i>Detail how long the company has been providing IT Contract Professional Services to local governments and include information regarding experience with similar IT Contract Professional Services projects.</i></p>	<p>Randstad Technologies has been providing IT Contract Professional Services for over 31 years.</p>
<p><i>Describe the key individuals, along with their qualifications, professional certifications and experience that would comprise your organization's team for providing Services to the City.</i></p>	<p>We have provided an overview of our account team, along with their supporting roles that will be used to service the City, as follows.</p> <p><i>Executive Sponsor (Wes Wetmore, Vice President)</i></p> <p>Wes will perform internal quality assurance checks and provide guidance to our account team to ensure service commitments. He will solicit feedback from your key stakeholders as part of our continuous improvement initiative. Wes and additional members of our executive leadership can also be called upon to assist in challenge resolution at the highest level, as warranted.</p> <p><i>Single point of contact (Lauren Price, Account Manager)</i></p> <p>Lauren will be dedicated to your business and will act as the single point of contact and primary Relationship Manager for all aspects of our service for the City. Lauren will become an expert in your organization – your business culture, business model, key initiatives, drivers, and metrics. To ensure your business needs are met at all levels, she will advise on service enhancements and will be responsible for maintaining service continuity, ensuring service commitments, and providing challenge resolution across our account team.</p> <p><i>Dedicated local recruiting</i></p> <p>We will dedicate Recruiters from our local offices in the Charlotte, NC area to lend market knowledge and experience to the City. Our Recruiters will establish a thorough understanding of the key technical and non-technical information required for each assignment. By taking the time and interest to ensure that they understand the technical environment of your business units, our Recruiters will become experts in the skill sets utilized by the City.</p> <p><i>National recruiting teams</i></p>

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Our national recruiting teams serve to complement local recruitment efforts by offering ongoing staffing support for existing clients of Randstad Technologies. Working in collaboration with our offices across the US, the national recruiting teams drive accountability for sales and recruiting results at the local branch, regional and corporate levels. These teams specialize in sourcing quality candidates across multiple regions and operations and are highly skilled in remote candidate recruiting, assessment, placement, and retention. Our national Recruiters source talent based on client needs and specifications and will assist in the vertical sourcing of specialty and niche skill sets, should the need arise. Our national recruiting model ensures service continuity across all client sites and maximizes Randstad Technologies' market share in locations not serviced by local offices as well as supplements the candidate pool of our branch networks.

International recruiting (H-1B sponsorship)

An inherent differentiator in our recruiting model is our international recruiting division, which specializes in sponsoring IT talent from around the world to provide the most comprehensive skill set availability possible. With more than a decade of experience in international recruitment, we pride ourselves on our expert knowledge of the immigration process and handle all Department of Labor and HR issues. Whether one requires a new H-1B sponsorship or just a transfer of visa, we ensure a smooth transition.

Offshore recruiting

Located in Secunderbad, India, our off-shore recruiting division is a shared service that leverages technology, infrastructure, and time zone differences to afford 24/7 screening and recruitment support to Randstad's US-based clients. Our offshore recruitment experts provide overnight sourcing via a multi-Recruiter screening process. This model delivers a true competitive advantage to our US Recruiters by enhancing their productivity and reducing hiring time. Our offshore teams provide customized recruiting solutions in support of Randstad's IT, Life Sciences/Pharma, and RPO staffing initiatives.

Operational support

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	<p>Each of our branches are assigned staff members from our corporate office to provide customer service support for all general operational functions. As a part of our service delivery model, the City will have a dedicated representative to work in conjunction with our local account team to handle all your specific invoicing, reporting and administrative requirements.</p>
<p><i>If the Service Provider's proposal submission will be from a team composed of more than one (1) company or if any subcontractor will provide more than fifteen percent (15%) of the Services, provide a description, which includes the teaming relationships, form of partnership, each team member's contribution, and the experience of each team member, which qualifies them to fulfill their responsibility. Provide descriptions and references for the projects on which team members have previously collaborated.</i></p>	<p>Not applicable – the City of Charlotte's account team as outlined in "Section 4.1.2 – Executive Summary" will be direct employees of Randstad Technologies. References for your account management team can be found in Section 6, Required Form 10 – References of our response.</p>
<p><i>Explain how your organization ensures that personnel performing technical support services are qualified and proficient.</i></p>	<p>Committed to providing the most qualified talent, we can conduct highly customized skill and personality assessments through a number of proprietary tools and business partnerships. One defining difference between a good candidate and a great candidate is their ability to tackle the challenges of each job assignment with ease and confidence. We can provide tests that will not only measure a candidate's skill proficiency, but also their overall aptitude and motivation. Our customized technical assessments (upon request) are administered through online testing tools such as SHL, eSkill, and Prove It!.</p> <p>SHL partnership</p> <p>Through a strategy of ongoing development and enhancement, SHL has accumulated a database of predictive assessment test content guided by the results of 50 million job applicants and high-achieving employees. This insight, coupled with applied principles from the science of industrial-organizational psychology, gives us the ability to accurately predict on-the-job performance. Tests can easily be combined based on targeted skill profiles, administered as a supplement to a job-specific solution or used individually to help identify productive applicants and streamline the hiring</p>

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	<p>process.</p> <p>eSkill partnership</p> <p>eSkill is a leading provider of web-based skill testing. The software provides customized skills tests to fit the knowledge requirements for any job position. We utilize eSkill to host our technical testing center. Candidates can log on to our website and take specific skills tests at no cost. The results are automatically sent to the candidate and stored in our proprietary database.</p> <p>Prove It! partnership</p> <p>This partnership allows us to analyze the range and depth of each candidate's abilities, ensuring an accurate, non-subjective skill profile. Thorough and documented skills assessments provide concrete proof that talent can perform all the tasks at the speed required. For example, Prove It! quantifies keystrokes per hour, documents per hour, total errors, error rate and elapsed time – measuring levels ranging from entry to expert. Further, because Prove It! is designed to isolate specific tasks within each software application, we are able to customize a testing series based on the skills that are most important to the client.</p> <p>Testing</p> <p>Our strategy has always been to recruit based on the unique needs of our clients and to become experts in those skill sets. Accordingly, our talent generally do not require a lot of training. However, we are committed to continually exceeding high expectations and recognize that ongoing training is essential both for clients and talent who want to thrive in today's rapidly changing technology marketplace. In the event a talent requires training, we offer free and discounted training opportunities.</p> <p>We have formed a partnership with a best-in-class training provider - New Horizons - with offices based in both the US and Canada. New Horizons leverages a unique combination of technical knowledge, educational expertise and an understanding of methodologies to provide a dynamic, self-paced learning environment that</p>
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	<p>offers professionals the training they need. Courses include a mixture of static conceptual content, interactive “knowledge builders” to reinforce topics, embedded quiz questions to verify comprehension and hands-on exercises. Currently, our training programs are available to consultants who are placed on assignment with our clients. This program provides every Randstad Technologies talent the opportunity to benefit from both free and discounted computer-based training.</p>
<p><i>Please provide information regarding the level of staffing at your organization’s facilities, as well as the level of staffing at subcontractors’ facilities, if known.</i></p>	<p>The level of staffing at each of Randstad Technologies’ facilities varies based on market size and share, as well as demand for IT talent in the local market, among other factors. Our Charlotte, NC location, which will continue to directly support the City of Charlotte, has 29 employees.</p> <p>Subcontracted services are not anticipated to be used within the scope of this RFP.</p>
<p><i>If your organization has been the subject of a dispute or strike by organized labor within the last five (5) years, please describe the circumstances and the resolution of the dispute.</i></p>	<p>Not applicable.</p>

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REQUIRED FORM 8 – SERVICE PROVIDER QUESTIONS


RFP # 269-2015-060

IT Contract Professional Services

Service Providers should complete and submit the form below as part of their response to this RFP.

Question	Response
<p>Service Provider Name (Official Name)</p>	<p>Randstad Technologies, LP</p>
<p><i>What steps will your organization take to ensure that any transition of Services runs smoothly?</i></p>	<p>All implementations are approached with a focus on client objectives (both operational and financial). Our well-defined planning and experience will ensure a smooth and seamless transition for the City's current contingent workforce and the user community (i.e., hiring managers). We employ a structured approach to transition planning which mitigates the potential areas of performance risk (i.e., assignment disruption). A typical program implementation takes approximately four to six weeks based on the complexity of the program. Upon contract award, we will work with the City to determine a detailed implementation timeline. Please note that, as an incumbent provider to the City, a full program implementation will not be necessary, as our solution architecture for the City is already in place. We have outlined our process for transitioning talent, as follows.</p> <p>Talent transition</p> <p>Experience demonstrates that the vast majority of existing temporary workers elect to remain on the assignment regardless of the change of staffing provider. As a measure of integrity, we will implement a due diligence period during which no changes are made regarding the existing workforce. This period serves several purposes:</p> <ul style="list-style-type: none"> ■ Avoids a disruption in service by ensuring adequate staff to continue operations ■ Allows a period of time for us to evaluate employees, in conjunction with the City's Supervisor feedback, to determine their fit with our organization and quality commitments. Should the City feel the need to retain a particular employee that is of high value to the team, Randstad Technologies will collaborate with you to determine next steps. Please note that should an employee be retained from the current incumbent supplier, we reserve the right to review their current employment conditions and rates, as they will be subject to change. ■ Provides a format for selecting the best of the existing talent, and time to determine replacement needs <p>The following activities will be carried out to maximize retention and ensure that the impact on your business is minimal and controlled at all times:</p> <ul style="list-style-type: none"> ■ Collaborative planning for transition ■ Communication meeting with incumbent provider (if applicable) ■ Communication with existing workforce <p>For those service providers whose services will be replaced by Randstad</p>

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	<p>Technologies, we will utilize our best-in-class transition process, which ensures adherence to the contractual obligations the City may have with your current service providers and adherence to the staffing industries accepted Code of Ethics, published by the American Staffing Association (ASA).</p> <p>Communication with the City and temporaries concerning the transition process is the key to ensuring all parties' expectations are met. This communication occurs in the first collaborative planning session after Randstad Technologies has been awarded a service agreement. Critical to a successful transition is your input and final agreement of the transition plan. The following is the typical sequence of events in a Randstad Technologies program transition. The timeline of these events will be customized to meet the objectives of the City:</p>  <pre> graph LR A[Develop timeline & Communication plan] --> B[Communicate program changes to end users] B --> C[Communication to existing workforce] C --> D[Conduct transition activities] D --> E[Program implementation complete] </pre> <ul style="list-style-type: none"> ■ Determine transition policies ■ Determine date when new orders will be placed with Randstad Technologies ■ Provide all necessary transition materials to the City ■ Communicate to the City managers about transition ■ Transition letters sent to vendors by the City ■ Internal announcements sent to current talent ■ Transition letters sent to vendors by Randstad Technologies ■ Randstad Technologies contacts vendors and determines transition date ■ Talent transition date is set ■ Talent transition meeting is held ■ Applications talent meetings set ■ Candidate evaluations conducted by manager ■ Individual talent meetings held ■ Complete application and screening processes conducted ■ Final transition list determined ■ Talent transition to Randstad Technologies payroll ■ First talent payroll executed
<p><i>Prepare and submit a Project Plan (preferably in MS Project format) to describe, to the best of your ability, all times, tasks and resources associated with the performance of Services. The Project Plan is subject to the terms set forth in Section 7 of this RFP.</i></p>	<p>We have prepared a project plan detailing the tasks necessary to support the City's needs within the scope of this RFP, and have included it in the "Supplemental Information" section of our response.</p>

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<p><i>Describe the communications scheme that your organization will use to keep City Departments and the City Project Manager informed about the Services.</i></p>	<p>We understand that performance monitoring is crucial in avoiding the implications of negative turnover. We meet with both the hiring manager and the talent prior to and throughout the assignment to verify that expectations on both sides are fulfilled. We rely upon regular communication with the employer and the talent to accurately measure satisfaction levels. A schedule of regular check-ins are established by your dedicated Account Manager, Lauren Price, and executed in accordance with your specifications.</p> <p>As part of our continuous improvement initiative, we will solicit feedback of the hiring managers via surveys at the end of every quarter and upon the completion of a talent's assignment. These forms serve to evaluate the performance of both the talent and us. We will review to ensure parameters previously defined are being met. A comprehensive report will then be forwarded to the City.</p> <p>Further, the exit interview process is one of the most crucial steps in evaluating performance. We solicit feedback via an electronic evaluation form sent directly to the hiring manager. Feedback is requested on the talent's performance (technical capabilities, professionalism, quality of work and reliability) in an effort to increase overall client satisfaction and to determine eligibility for rehire.</p>
<p><i>Describe the risks associated with this Contract. What contingencies have been built in to mitigate those risks?</i></p>	<p>Randstad employs a team of inhouse legal experts who work in conjunction with outside counsel to identify areas of concern with regard to any risks associated with the contracts into which we enter with our clients. Per the City's requirements, we have included our exceptions to the City's Sample Contract in "Section 4.1.6 – Exceptions to the RFP" of our response.</p>
<p><i>Describe your contingency plan if key personnel are unable to complete their assignments.</i></p>	<p>Our account support model includes overlapping and supporting roles, so there is no "single point of failure" in our service. This includes primary and backup assignments, contingency procedures and communication protocols to maintain consistency with each staffing request and fulfillment activity. In short, we will not let you down when you need us.</p> <p>In the event of an unexpected vacancy, our first avenue will typically be to determine if another talent currently assigned to the City can assume some of the responsibilities, essentially "job sharing," with the approval of client managers.</p> <p>If this is not feasible, we will source a qualified replacement resource utilizing our dynamic recruiting resources.</p>
<p><i>Describe relevant industry knowledge (i.e., financial, utilities, customer service, operations, etc.).</i></p>	<p>The right information makes your company run smarter. We gather objective workforce data to help you understand your workforce and propel your business. Randstad's knowledge hub, Workforce360, features a wealth of information in order to provide guidance on the ever-changing employment landscape. Randstad's keystone thought leadership piece, the Workforce360 Study, is supported by up-to-date statistics, research, blogs, and more, helping keep our clients and candidates ahead of the curve. Taking a consultative approach to our service delivery, we strive to better understand your organizational needs and will use our findings to provide the City with an in-depth look into today's workplace, and provide valuable insight. At Workforce360, you'll find comprehensive</p>

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	<p>knowledge around:</p> <p>Jobs and the economy: Insight into employee attitudes and sentiments around the economy, job market, job security, employers and in their ability to find a new job.</p> <p>Workforce insights: A look into the views and perceptions impacting employee engagement within companies today, as well as how utilizing a contingent workforce is no longer a contingency plan for organizations.</p> <p>Women powering business: Thought leadership research focused on women's attitudes and perceptions about the economy, job market and employers, as well as key data impacting their engagement levels.</p> <p>Employer branding: A look at what makes an employer attractive and the importance of building a strong company image as a desired place to work.</p> <p>Further, our Workforce360 site features a knowledge vault that provides informative industry surveys, reports, white papers, infographics, articles, etc. For more information, please visit: http://www.randstadusa.com/workforce360</p>
<p><i>Indicate the location of your offices, include methods of contact (i.e., e-mail address, phone numbers, mailing addresses, voice mail).</i></p>	<p>Lauren Price will continue to be the City's Single Point of Contact and Relationship Manager. Her contact information is:</p> <p>P: 704.972.3794 F: 954.375.9622 lauren.price@randstadusa.com</p> <p>Randstad Technologies' Charlotte, NC location, which will continue to support the City's temporary staffing program, is located at:</p> <p>201 South College Street, Suite 2180 Charlotte, NC 28244</p>
<p><i>Indicate briefly why you consider your firm to be the best to perform the required services.</i></p>	<p>As experts in IT staffing, we work to ensure that an optimal match is created through a deep understanding of your business needs. With the ability to source 24 hours a day, our deep industry expertise and full-service capabilities in staffing enable our clients to be agile, productive, and ahead in the IT field.</p> <p>Relationship overview</p> <p>As an incumbent staffing provider for the City since 2010, Randstad Technologies has developed a deep understanding of your business environment, the challenges you face in your industry, and your need for quality talent. Having established the foundation on which we can continue to build a long-term partnership, we are well positioned to continue supporting your IT contingent staffing program.</p> <p>Recruitment experts in your market</p> <p>Randstad Technologies will take a consultative approach to recruiting the highest</p>

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quality talent for the City's requirements. We leverage a number of real-time business intelligence portals, including WANTED Analytics and CareerBuilder, that enable us to perform market analysis in the geographic areas that are most important to the City. We can collect data for areas that will make the most impact on your business and provide you a complete picture of the marketplace. Our tools are able to search for any job, in any industry, in any US location. We are able to then determine supply and demand, and identify surrounding areas we may need to leverage in order to find quality talent. Additionally, we can dig deeper into the pool of available candidates in order to compare average salary ranges and determine top companies you are competing with for talent.

We have collected real workforce analytics and compensation data for IT Project Managers in Charlotte, NC in order to provide the City with a detailed analysis of the talent marketplace.

- 2,300 qualified IT Project Managers, compared to 175 job postings in the Charlotte, NC area
- The median salary for IT Project Managers in Charlotte, NC is \$116,050; the national median is \$106,250
- Companies hiring in the Charlotte, NC area for IT Project Managers include Bank of America, Oracle, Wells Fargo, and PricewaterhouseCoopers

24x7 recruiting capabilities

Through our offshore recruiting team in Secunderbad, India, our recruitment experts are able to source through our extensive database to provide an initial screening for our local Recruiters and nationally focused recruiting teams. Founded in 2007, this team allows us to not only search for the right candidates around the clock, but create a multi-Recruiter screening process to build a pipeline of candidates ready to contribute to your business success. This around the clock screening and skills matching team will then send their down selected list of candidates to our Recruiters in the US, so that when they get to work in the morning, they are ready to focus on the screening of qualified candidates, rather than time consuming searching. In 2014, this team helped recruit nearly 30% of our overall placements.

Customer Care program

Randstad Technologies' Customer Care program represents our commitment to delivering the highest quality of service to our clients. Our care program is an extension of our core values and operating philosophy and is the responsibility of every Randstad Technologies employee. With a commitment to partnership, accountability, and customer focus, we aim to continuously improve our performance and customer loyalty.

The City will be invited to take a brief Customer Care survey via email, measuring satisfaction through scaled ratings and open-ended questions that provide the City the opportunity to voice questions, comments and concerns. Based on the survey responses, your dedicated Account Manager, Lauren Price, or an Executive Sponsor will reach out to you to address any concerns or discuss areas of improvement.

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	<p>In addition to this Customer Care survey, Randstad firmly believes that regular site visits and meetings with both the City and talent are key to a strong, ongoing partnership. A schedule of on-site visits and regular meetings will be customized to the City's preferences and needs.</p>
<p><i>Describe in detail your company's approach and process to obtaining staff to meet client requirements, including, but not limited to the following:</i></p> <ul style="list-style-type: none"> • <i>Search process;</i> • <i>Interview process;</i> • <i>Employment screening; and</i> • <i>Background checks</i> 	<p>When suitable candidates have been identified, they undergo a rigorous screening process that includes:</p> <ul style="list-style-type: none"> ■ A thorough assessment of prior work history and education ■ A blended interview including both traditional and behavioral event questions ■ Statistically-validated hard skills assessments which cover hundreds of different skill types, with appropriate assessments selected by the Account Manager based upon the hard skill requirements uncovered during the requirements meeting ■ A minimum of two professional references ■ Appropriate background screening, based on the City's requirements
<p><i>Describe your company's ability to provide Local Contractors, (i.e. Contractors located within a 100 mile radius of Charlotte, North Carolina).</i></p>	<p>Randstad Technologies' local presence in Charlotte, NC and the surrounding region is an important component of our sourcing initiatives. As a highly visible local employer we are able to significantly augment our recruitment efforts through partnerships with the following local organizations:</p> <ul style="list-style-type: none"> ■ Colleges, universities and technical schools ■ Community and networking events ■ Open houses ■ Job fairs and trade shows ■ State employment services ■ Community and professional organizations ■ Volunteer organizations (e.g., Year Up)
<p><i>Describe in detail your company's benefits (i.e. medical, dental, other insurance coverage, holiday pay, sick pay, etc.)</i></p>	<p>Randstad understands that our continued success is dependent upon our ability to not only satisfy the needs of our clients, but also our employees, particularly in the areas of career growth, challenge, compensation and job security. For that reason, Randstad has instituted several programs focused on career development and self-fulfillment. Benefits and offerings include access to the following:</p> <p><i>Talent benefits</i></p> <p>We offer a comprehensive benefits package to our full-time employees. The following is an overview of the benefits we offer our talent:</p> <ul style="list-style-type: none"> ■ Healthcare (Medical, Dental and Vision) ■ 401(k) ■ Short and Long-term Disability benefits ■ Supplemental insurance programs (e.g., Flexible Reimbursement Accounts)

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	<ul style="list-style-type: none"> ■ Life and AD&D coverage ■ Weekly paychecks ■ MetLife voluntary home and auto ■ Hyatt Legal Plan ■ Transit commuter benefits ■ Employee assistance plan and guidance resources <p><i>Talent offerings</i></p> <ul style="list-style-type: none"> ■ Referral reward program (candidate and job order) ■ Direct deposit ■ Recognition and appreciation programs ■ Discounts and services (e.g., Verizon, 1-800-Flowers, Working Advantage, Commuter Advantage, lodging, etc.) ■ Access to discounted and free training (e.g., New Horizons, Kaplan University, etc.)
<p><i>Describe in detail any training provided by the Service Provider to the Contractor(s).</i></p>	<p>Our strategy has always been to recruit based on the unique needs of our clients and to become experts in those skill sets. Accordingly, our talent generally do not require a lot of training. However, we are committed to continually exceeding high expectations and recognize that ongoing training is essential both for clients and talent who want to thrive in today's rapidly changing technology marketplace. In the event a talent requires training, we have free and discounted training opportunities available to our talent base. Currently, our training programs are available to talent who are placed on assignment with our clients.</p> <p>We have formed a partnership with a best-in-class training provider - New Horizons - with offices based in both the US and Canada. We leverage a unique combination of technical knowledge, educational expertise, and an understanding of methodologies to provide a dynamic, self-paced learning environment that offers professionals the training they need. Courses include a mixture of static conceptual content, interactive "knowledge builders" to reinforce topics, embedded quiz questions to verify comprehension, and hands-on exercises.</p>
<p><i>Describe in detail how your company will comply with the Affordable Healthcare Act.</i></p>	<p>We believe we have identified the most cost effective and competitive benefits strategy that is in the overall best interest of our talent and clients. Accordingly, Randstad will comply with the letter and intent of the law by (1) offering fully compliant, minimum value plan coverage to all employees and their dependents and (2) paying for a portion of the employee's coverage for those employees who are classified as full-time. Further, as the common-law employer of our talent we are responsible for their offer of ACA compliant coverage. In the unlikely event we are assessed any penalties by the IRS, we will be responsible for applicable penalties associated with our talent.</p>
<p><i>The City requires that security measures be taken – both physical security and network security, in that the City's information and</i></p>	<p>Randstad and its entities are committed to the confidentiality, integrity and privacy of information that is entrusted to it. The company has established prudent and reasonable information security practices for the protection of information assets and systems. The general policy of the corporation is to identify, protect, and use information resources in accordance with their character. To this end, the company has undertaken the following steps:</p>

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<p><i>other documents are made available only to the Service Provider and parties that the City approves. Define and demonstrate any/all security procedures that are in place in relation to the Service Provider's proposed service(s).</i></p>	<ol style="list-style-type: none">1. Prepared a security plan to protect information identified as confidential, sensitive or both2. Assigned management responsibility for implementing the security plan3. Trained personnel to treat information resources properly4. Monitors the treatment of information resources to ensure compliance with the security plan <p>All persons who have access to and use information resources of the corporation, other than resources made available freely to the public in general, are required to comply with the corporation's security policy and undergo annual security awareness training.</p> <p>Information System Development Lifecycle (ISDLC)</p> <p>All production servers are set up according to Standard Operating Procedure (SOP) documents prior to being introduced to the production environment. This includes updating the system to production patch levels and installation of monitoring, anti-virus, and back-up tools. Changes to production systems are controlled by our change management policy.</p> <p>Compliance and auditing</p> <p>Randstad is not subject to Sarbanes-Oxley Act (SOX) compliance. However, Randstad does follow industry best standards. Randstad's COBIT-based IS security controls are reviewed quarterly by our internal audit department and annually by an accredited audit firm as part of evaluation of internal controls for financial reporting governed by corporate regulations.</p> <p>Physical security</p> <p>Our offices are in shared client environments. Physical security is in some, but not all of the offices, which are controlled via an access systems with photographic monitoring of access points. Our space in all facilities is accessible only to our employees, and secured via appropriate means.</p>
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REQUIRED FORM 9 – SERVICE PROVIDER CONTRACTOR INFORMATION

RFP # 269-2015-060

IT Contract Professional Services

For each of the Category Descriptions listed in Section 3.3.3. of this RFP that your company intends to deliver Contractors to the City for, specify the following historical information regarding your company’s ability to provide those Contractors from the period of January 2013 through June 2015:

Historical Contractor Info (2013-2015)	Business Analyst	Project Manager	Application Specialist	Testing Specialist	Technical Writer	Training Specialist	Network Engineer	System Admin	Database Admin	Security Engineer	Technician
Total # placed in Charlotte area	175	225	325	100	25	15	15	30	25	20	10
Number of Local Contractors	32	52	195	8	2	3	9	16	4	3	10
Number of non-Local Contractors	47,659	54,513	14,986	14,856	8,946	7,881	16,751	22,621	17,909	2,604	38,954
Average length of assignment	90-180 days	90-180 days	90-180 days	90-180 days	90-180 days	90-180 days	90-180 days	90-180 days	90-180 days	90-180 days	90-180 days
Number hired by your clients	2,255	2,354	3,772	1,108	272	139	551	523	967	323	1,249

Section 6 Required Forms

For each of the Category Descriptions listed in Section 3.3.3. of this RFP that your company intends to deliver Contractors to the City for, specify the following current information regarding your company's ability to provide those Contractors:

Current Contractor Info	Business Analyst	Project Manager	Application Specialist	Testing Specialist	Technical Writer	Training Specialist	Network Engineer	System Admin	Database Admin	Security Engineer	Technician
Total Number Available	48,319	55,244	14,986	10,768	9,003	7,932	16,834	22,731	18,034	2,625	39,155
Number of Local Contractors	660	731	130	103	57	51	83	110	125	21	201
Number of non-Local Contractors	47,659	54,513	14,986	14,856	8,946	7,881	16,751	22,621	17,909	2,604	38,954

Section 7, Exhibit E
Sample Confidentiality and Non-Disclosure
Contract and Assignment of Property Rights

REQUIRED FORM 10 – REFERENCES

RFP # 269-2015-060

IT Contract Professional Services

REFERENCE 1:

Name of Client: City of Alexandria, VA **Phone:** 703.746.4357

Address: 123 N. Pitt Street, Suite 250

Primary Contact: Yvette Gales **Title:** Division Chief of Administrative Services

Phone: 703.746.4357 **E-mail address:** Yvette.gales@alexandriava.gov

Service Dates: 2003-present

Job Category(ies) (see Section 3.3.) placed by Service Provider: See assignment scope

Assignment scope: Contract and contract-to-hire placements. Skill sets supported include Project Managers, Help Desk Specialists, System Administrators, Avaya Programmers, Database Administrators, Database Developers, Access Developers, Computer Automated Dispatch Technicians, System Engineers, and Web Developers.

REFERENCE 2:

Name of Client: Citizens Property Insurance Corporation **Phone:** 850.521.8336

Address: 2101 Maryland Circle, Tallahassee, FL 32303

Primary Contact: Huw O'Callaghan **Title:** HR Manager, Recruitment and Selection

Phone: 850.521.8336 **E-mail address:** huw.ocallaghan@citizensfla.com

Service Dates: 2005-present

Job Category(ies) (see Section 3.3.) placed by Service Provider: See assignment scope

Assignment scope: Randstad Technologies has placed over 200 technical resources on contract assignments. We have also helped them convert (hire permanent employees) over 40 resources throughout our relationship. Skill sets supported include IT Operations Specialists, Technical Support, Business Analysis, Application Developers, Project Managers, Quality Assurance and Testing, Systems Administrators, Systems Engineers, Storage Administrators, Enterprise Architects, and Project Coordinators.

Section 7, Exhibit E
Sample Confidentiality and Non-Disclosure
Contract and Assignment of Property Rights

REFERENCE 3:

Name of Client: Georgia Department of Revenue **Phone:** 877.423.6711

Address: 1800 Century Boulevard NE, Atlanta, GA 30345

Primary Contact: Michael Long **Title:** Chief Information Officer

Phone: 877.423.6711 **E-mail address:** Not available

Service Dates: 2014-present

Job Category(ies) (see Section 3.3.) placed by Service Provider: See assignment scope

Assignment scope: Contract and contract-to-hire placements. Skill sets supported include Systems Administrators, Project Managers, Quality Assurance Analysts, Server Administrators/Engineers, and Database Administrators.

4.1.5 – CCPA plan: Attachment #1

4.1.5.1 – Proposals must include in detail how the Service Provider plans to service all Participating Public Agencies as it relates to the CCPA. Currently the CCPA has approximately 225 registered Participating Public Agencies in California, Georgia, Michigan, North Carolina, South Carolina, Tennessee, Virginia and West Virginia. Please address the following in your Proposal as CCPA Plan: Attachment #1: Please address the following in your proposal:

A. Ability to provide the Services to any Participating Public Agencies in the contiguous forty-eight (48) states and the ability to deliver the Services in Alaska and Hawaii.

Randstad Technologies has 60 business units across the US. We currently support the City in Charlotte, NC. We do have the ability and the presence to service participating CCPA agencies across CA, GA, MI, NC, SC, TN, VA, and WV. Leveraging a combination of a national network of offices, diverse recruiting mediums, and an established affiliate vendor base (if necessary), our service delivery model is designed to support participating CCPA agencies regardless of geography. Through our expanding national network of offices, our company has helped thousands of candidates find rewarding technology jobs and helped hundreds of clients find quality technology talent. Our clients have relied on Randstad Technologies to strengthen their competitive positions and each year we continue to add to our growing list of loyal customers across the US.

B. Address if the Service Provider has a national sales force, dealer network or distributor with the ability to serve Participating Public Agencies in all fifty (50) states.

Randstad Technologies is licensed to do business in all 50 states in the US. With over 1,100 internal employees, we are confident in our ability to provide support for all agencies participating in the CCPA program.

4.1.5.2 – Include in detail how you will monitor and report all spend by the City for auditing purposes.

Each Randstad operating unit is supported by members of our operational support team, who ensure compliance with our clients' invoicing, reporting, and administrative requirements. As the CCPA is a new component to our service delivery model for the City, our operational support specialists will be able to adapt our current tracking and reporting procedure for the City to include spend through the agencies participating in the CCPA, which would follow a format similar to those reports already provided to the City

4.1.5.3 – Please address the following in your proposal

A. Whether your company will allow the City to utilize your organization's logo on the CCPA website.

Yes. Randstad would be willing to allow the City to utilize our logo on the CCPA website.

B. Whether your company is willing to advertise the CCPA logo and website on your organization's website.

Yes. Randstad would be willing to advertise the CCPA logo on our intranets in order to promote awareness of the program.

C. Detail how you plan to market the resulting Contract.

Randstad has a number of means with which we ensure consistency with client policies and procedures to ensure compliance, including:

- Company intranet (which would include a dedicated section to doing business with participating CCPA agencies – i.e., rules of engagement, rate requirements, contract flow-downs, etc.)
- A customized program user guide/handbook*
- Program introduction fairs, newsletters and emails
- Ongoing strategic meetings with key personnel
- Continuous improvement initiatives
- Other communication mediums as specified by the City/participating CCPA agencies
- Program certification (Randstad employees)**
- Post-sales Service Group
- Contract module

*** CCPA Program User Guide**

To ensure information on service standards and pricing is always accessible to our field staff, a program user guide will be posted on our internal website. This guide will outline all terms and conditions, internal service processes, and pricing and be updated on a routine basis, to ensure our field staff receive the most current information.

**** "CCPA Certified"**

As a part of our internal quality program, before our team members are given the responsibility of supporting a Randstad account, they are required to become "certified" in the clients' business model. This certification process allows our employees to be better educated in our clients' culture and business environment, which in turn facilitates a more, unified and streamlined service to our customers. This ensures that our account team is able to provide seamless support in the case of absences. All Randstad team members that are working together to service a client is cross-trained on the account to allow for ongoing support should back-up be required for any reason.

4.1.6 – Exceptions to the RFP

In accordance with the City's RFP, we have provided a list of exceptions to those terms which we are unable to agree with as currently outlined on the following pages.

Section 3.13 – Overtime

Randstad defines the overtime pay rate as any hours worked over a 40 hour work week (including weekend hours over 40). The overtime pay rate will be calculated based upon fair labor standards as defined by local and federal government (i.e., standard rate of pay x 1.5 [e.g., for an employee making \$40/hour, overtime pay would be \$40 x 1.5 = \$60/hour]).

Section 3.18 – Temp-to-perm conditions

Randstad understands that many of our clients will wish to retain our talent on a permanent basis. For that reason, Randstad incorporates a "buyout clause" into all contracts. The buyout is based on a sliding schedule that assesses a fee as a percentage of the professional's annual salary, taking into account the talent's assignment tenure with your organization.

Calendar days worked	Percentage of first-year annual salary
0-60	20%
61-90	18%
91-120	15%
121-150	10%
151-180	5%
181+	0%

Section 7 – Exhibit A, Sample Contract

Please note that Randstad has reviewed the City of Charlotte's Sample Contract, and we are able to agree to the majority of the terms and conditions contained therein. For your review, we have provided a modest list of exceptions, and respectfully request the opportunity to discuss the possibility of obtaining/changing the following terms:

Item	Section	Requested Changes
1	4.7. AUDIT	<p><i>Randstad does not pay for audits. Under section 4.7., Randstad requests the exclusion of the following language at the end of paragraph:</i></p> <p>"but shall not have to pay any expenses or additional costs of the Company. However, if non-compliance is found that would have cost the City in excess of \$10,000 but for the audit, then the Company shall be required to reimburse the City for the cost of the audit."</p>
2	5. RECORDS	<p><i>Randstad requires reasonable advance notice. Under section 5, after the first sentence, Randstad requests the inclusion of the following language:</i></p> <p>"Upon notifying the Company within seventy-eight (78) hour,"</p>
		<i>The tasks and responsibilities described in this section shall be</i>

Item	Section	Requested Changes
3	10. PROGRESS REPORTS	<p><i>the responsibility of the employee assigned to the City by the Company. Randstad requests that this section be modified per the following:</i></p> <p>“The Company <u>Project Manager</u> shall prepare and submit to the City bi-weekly (or at such other times as may be agreed in Exhibit A) written progress reports, which accomplish each of the following:</p> <ol style="list-style-type: none"> 1.1. Update the project schedule set forth in Exhibit A, indicating progress for each task and Deliverable. 1.2. Identify all information, personnel, equipment, facilities and resources of the City that will be required for the Company <u>Project Manager</u> to perform the Services for the subsequent month. 1.3. Identify and report the status of all tasks and Deliverables that have fallen behind schedule. 1.4. Identify and summarize all risks and problems identified by the Company <u>Project Manager</u>, which may affect the performance of the Services. 1.5. For each risk and problem, identify the action and person(s) responsible for mitigating the risk and resolving the problem. 1.6. For each risk and problem identified, state the impact on the project schedule.”
4	11. DUTY OF COMPANY <u>PROJECT MANAGER</u> TO IDENTIFY AND REQUEST INFORMATION, PERSONNEL AND FACILITIES.	<p><i>The tasks and responsibilities described in this section shall be the responsibility of the employee assigned to the City by the Company. Randstad requests that this section be modified per the following:</i></p> <p>“The Company <u>Project Manager</u> shall identify and request in writing from the City in a timely manner: (i) all information reasonably required by the Company <u>Project Manager</u> to perform each task comprising the Services, (ii) the City’s personnel whose presence or assistance reasonably may be required by the Company <u>Project Manager</u> to perform each task comprising the Services, and (iii) any other equipment, facility or resource reasonably required by the Company to perform the Services. Notwithstanding the foregoing, the Company shall not be entitled to request that the City provide information, personnel or facilities other than those that Exhibit A specifically requires the City to provide, unless the City can do so at no significant cost. The Company <u>Project Manager</u> shall not be relieved of any failure to perform under this Contract by virtue of the City’s failure to provide any information, personnel, equipment, facilities or resources: (i) that the Company <u>Project Manager</u> failed to identify and</p>



Item	Section	Requested Changes
		<p>request in writing from the City pursuant to this Section; or (ii) that the City is not required to provide pursuant to this Contract. In the event the City fails to provide any information, personnel, facility or resource that it is required to provide under this Section, the Company <u>Project Manager</u> shall notify the City in writing immediately in accordance with the notice provision of this Contract."</p> <p><i>Randstad will not waive or diminish in any manner its right to a claim or defense. Under section 11, at the end of the paragraph, Randstad requests the exclusion of the following language:</i></p> <p>"Failure to do so shall constitute a waiver by Company of any claim or defense it may otherwise have based on the City's failure to provide such information, personnel, facility or resource."</p>
5	13. BACKGROUND CHECKS	<p><i>The language, as drafted, is not clear in its intent. Will employees who finish one project and move on to another immediately following that project's conclusion require a net new background check or is the screen that was already conducted still valid? Background checks are generally valid for 12 months. Additionally, Randstad does not allow background checks on its internal employees by customers. Randstad conducts its own internal screenings and these findings are not publicly available data. Randstad expects its customers to have good faith that the internal employees with whom customer interfaces are members of Randstad in good standing.</i></p> <p><i>Under section 13, at the end of the second paragraph, Randstad requests the inclusion of the following language:</i></p> <p>"All existing and conducted background checks shall be valid for a period of twelve 12 months."</p> <p><i>Under section 13., Randstad requests the exclusion of the following paragraph:</i></p> <p>"The City may conduct its own background checks on principals of the Company as the City deems appropriate. By operation of the public records law, background checks conducted by the City are subject to public review upon request."</p>
6	14. ACCEPTANCE OF TASKS AND DELIVERABLES	<p><i>The tasks and responsibilities described in this section shall be the responsibility of the employee assigned to the City by the Company. Randstad requests that this section be modified per the following:</i></p> <p><i>Within a reasonable time after a particular Deliverable has</i></p>

Item	Section	Requested Changes
		<p><i>been completed (or such specific time as may be set forth in Exhibit A), the Company Project Manager shall submit a written notice to the City's Project Manager stating the Deliverable(s) that have been met. This notice shall include a signature page for sign-off by the City Project Manager indicating acceptance of such Deliverable(s).</i></p> <p><i>Randstad will not be providing deliverables. Under section 14, at the end of the paragraph, Randstad requests the inclusion of the following language:</i></p> <p><i>"Responsibilities of section 14 shall not apply to services provided on a time and materials basis."</i></p>
7	18.3 REGENERATION OF LOST OR DAMAGED DATA	<p><i>Temporary employees will be working under the supervision and direction of the customer on customer systems. It is not possible for Randstad to regenerate lost or damaged data to which only the talent or customer have access. Randstad requests that this section be modified per the following:</i></p> <p><i>"With respect to any data that the Company or any Consultants have negligently lost or negligently damaged, the Company shall, at its own expense, promptly replace or regenerate such data from the City's machine-readable supporting material, or obtain, at the Company's own expense, a new machine-readable copy of lost or damaged data from the City's data sources."</i></p>
8	19.2 RIGHT TO WITHHOLD PAYMENT	<p><i>Randstad expects that all services rendered be paid up to the point of completion. In the event of contractual breach, Randstad will work with customer to cure such breach. If no cure can be found and a claim results in monetary penalty, the procedure as outlined in the applicable articles of the agreement will govern relief. Randstad requests the exclusion of this section:</i></p> <p><i>"If the Company breaches any provision of this Contract, the City shall have a right to withhold all payments due to the Company until such breach has been fully cured."</i></p>
9	20.2 TERMINATION BY EITHER PARTY THE CITY.	<p><i>Randstad should have termination rights for cause or convenience. Randstad requests that this section be modified per the following:</i></p> <p><i>The City Either party may terminate the Contract at any time without cause by giving thirty (30) days prior written notice to the Company other party. As soon as practicable after receipt of a written notice of termination without cause, Company</i></p>

Item	Section	Requested Changes
		<p><i>shall submit a statement to the City showing in detail the Services performed under this Contract through the date of termination. The forgoing payment obligation is contingent upon: (i) the Company having fully complied with Section 20.8; and (ii) the Company having provided the City with written documentation reasonably adequate to verify the number of hours of Services rendered by each Consultant through the termination date and the percentage of completion of each task.</i></p>
<p>10</p>	<p>26. INDEMNIFICATION</p>	<p><i>Randstad will not be liable for employees working under the City's supervision, direction and control. For clarity, Randstad requests the following language be added to the end of the first paragraph of section 26:</i></p> <p><i>"Notwithstanding anything in this agreement to the contrary, in no event shall Company be responsible or liable, whether under the terms of this agreement or otherwise, for the acts or omissions or services or work product of Company employees who are working under the supervision, direction and control of the City (and its personnel or agents) and who are working within the scope of their assignment duties and responsibilities. "</i></p> <p><i>Randstad will not be liable for infringement related to intellectual property claims. Randstad is willing to indemnify the customer for infringing products or services to which it has direct access and control. However, Randstad cannot indemnify for products that are produced or manipulated by the customer and thus seeks clarifying language. Randstad requests the following language be added to the end of the second paragraph of section 26:</i></p> <p><i>"The foregoing notwithstanding, Company shall have no obligation to defend any suit against the City or its customers based on claims of infringement to the extent such claims arise as a result of: (i) the City's or its customers' combination of deliverables or services with other products or services not foreseeable by Company; (ii) Company's implementation of a City originated design and/or specifications; (iii) the City's or its customers' modification of the deliverables; or (iv) the incorporation of materials or software provided to Company by the City."</i></p>
<p>11.</p>	<p>LIMITATION OF LIABILITY. (Addition under Section 26)</p>	<p><i>Randstad requests a reasonable limitation on its liability as a staffing supplier thus Randstad policy is to place a stated cap on its liability for damages. Randstad requests the following language be added to the end of section 26:</i></p>

Item	Section	Requested Changes
		<p><i>"Under no circumstances shall either party be liable for any damages, claims, liabilities, costs or expenses in any way arising out of, under or in connection with this agreement for any amounts in excess of a maximum aggregate amount in excess of 2 million dollars (\$2,000,000.00). Neither party shall be liable under this agreement for indirect, consequential, punitive or incidental losses or damages, including lost profits, lost or damaged data, or loss of use of facility or equipment, regardless of whether any such losses or damages are characterized as arising from breach of contract, breach of warranty, tort, strict liability or otherwise, even if a party is advised of the possibility of such losses or damages, or if such losses or damages are foreseeable."</i></p>
<p>12.</p>	<p>29. INSURANCE</p>	<p><i>Consistent with Randstad's insurance policy, the broad language in sections 29.1.1, 29.1.2 and 29.1.3 cannot be accommodated as written. As such, Randstad requests the following modifications:</i></p> <p><i>"29.1.1. Automobile Liability - Bodily injury and property damage liability covering all, owned, non-owned and hired automobiles for limits of not less than \$1,000,000 bodily injury each person, each accident and \$1,000,000 property damage, or \$1,000,000 combined single limit - bodily injury and property damage.</i></p> <p><i>29.1.2 Commercial General Liability - Bodily injury and property damage liability as shall protect the Company and any subcontractor independent contractors performing Services under this Contract, from claims of bodily injury or property damage which arise from performance of this Contract, whether such operations are performed by the Company, any subcontractor independent contractor, or anyone directly or indirectly employed by Company. The amounts of such insurance shall not be less than \$1,000,000 bodily injury each occurrence/aggregate and \$1,000,000 property damage each occurrence/aggregate, or \$1,000,000 bodily injury and property damage combined single limits each occurrence/aggregate. This insurance shall include coverage for products, operations, personal and advertising injury liability and contractual liability, assumed under the indemnity provision of this Contract.</i></p> <p><i>29.2.3 Certificates of such insurance will be furnished to the City. and shall contain the provision that The Company agrees to provide the City be given written notice of any intent to amend coverage reductions or material changes or terminate by either the insured or the insuring Company."</i></p>

Item	Section	Requested Changes
13	30.COMMERCIAL NON-DISCRIMINATION.	<p><i>Randstad does not document the specific data being requested under this section. Randstad can agree to document and provide the data as applicable to this agreement. Randstad requests that this section be modified per the following:</i></p> <p><i>“As a condition of entering into this Contract, the Company agrees to: (a) promptly provide to the City all information and documentation that may be requested by the City from time to time regarding the solicitation, selection, treatment and payment of subcontractors in connection with this Contract; and (b) if requested, provide to the City within sixty (60) days after the request a truthful and complete list of the names of all subcontractors, vendors, and suppliers that Company has used on City contracts in the past five (5) years, including the total dollar amount paid by Company on each subcontract or supply contract, that have worked under this agreement. The Company further agrees to fully cooperate in any investigation conducted by the City pursuant to the City’s Non-Discrimination Policy, to provide any documents relevant to such investigation that are requested by the City, and to be bound by the award of any arbitration conducted under such Policy.”</i></p>
14	33.4 BINDING NATURE AND ASSIGNMENT	<p><i>Randstad consists of a number of operating companies that contribute its receivables to a centralized accounting system. Randstad, therefore, requests the following language to be added to the end of section 33.4 allowing for it to assign any money earned under the agreement without direction from other parties:</i></p> <p><i>“; provided, however, that Company shall be entitled (without the consent of the City) to assign the receivables resulting from this Agreement to any member of the Randstad Group or a third party.”</i></p>



Supplemental information

Randstad's commitment to diversity and inclusion

For more than 55 years, Randstad has recognized its accountability in shaping the world of work for our customers, talent, community, and shareholders. We grow each day through the energy and creativity brought through our diverse workforce.

Fostering equality and inclusion is a conscious choice that we make as we grow our business. As a company dedicated to connecting the right person with the right business at the right time, Randstad is committed to promoting an inclusive business climate for all people: the job candidates we place, the clients we serve, the employees with whom we work, the suppliers with which we partner, and the communities in which we operate. Our diversity strategy is focused on the following objectives:

Mission	Our mission is to ensure fairness, equality, and diversity in attracting, hiring, compensating, motivating, and promoting a top performing workforce. We strive to know and understand the development needs of our leaders and employees while delivering innovative programs meeting these needs. As an organization, Randstad works to mirror the rich diversity of the communities in which we live, work, and serve.
Goal	We aim to develop and sustain a culture of inclusion, where every employee feels valued and revered for their ideas, background, and perspective. Our efforts ensure that our business benefits society as a whole in accordance with our core value of simultaneous promotion of all interests.
Efforts	We are uniquely positioned to champion diversity as a means of creating new opportunities for employment and economic development on a national scale. Our leaders embrace the commitment to inclusion as a fundamental business strategy.
Approach	Our success is directly tied to the diverse backgrounds, skills, and experience of our employees. Valuing those differences, our strategies proactively invite and promote inclusion while driving our ongoing commitment to supporting causes that reflect our employee and community interests. This has also led us to develop programs that present clients with a way to meet their diversity goals while offering minority-owned suppliers opportunities to deliver quality products and services.

In support of these objectives, the following highlights sample initiatives that have been launched:

- Mentoring programs/professional affiliations (NMSDC, WBENC)
- Formal vendor diversity/Premier Partnering Program
- Commitment to maintaining a diverse resource pool
- Localized community outreach efforts with national support (specific activities determined at the local level)

Diversity affiliations

In addition to maintaining an international network of diverse affiliate vendors, Randstad is an active corporate member of the National Minority Supplier Development Council (NMSDC) and active in the Women's Business Enterprise National Council (WBENC). Our interaction with these organizations enables us to be instrumental in building capacity for MWBEs across the country, providing them with resources, expertise, and access to an expanded client base.

Vendor diversity/Premier Partnering program

Randstad helps clients centrally manage their contingent workforce requirements to meet diversity goals. With significant investments and executive-level sponsorship, our Premier Partnering program develops key partnerships aligned with our customers' needs. Through standardized identification initiatives, qualification processes, and ongoing performance monitoring, we ensure that engaged vendors deliver the same levels of quality and service provided by our company.

We pride ourselves on providing minority, women and disabled veteran-owned business enterprises the maximum possible opportunity to work with us as suppliers and business partners. Our Premier Partnering program, led by our Executive Vice President of Diversity and Inclusion, utilizes subcontracting relationships to provide support to our client engagements in the fulfillment of their diversity requirements, to supplement our services and/or supporting niche skill sets, and for locating resources for our clients that reside in remote locations. As such, we identify qualified MWBE suppliers that can be utilized prior to the onset of an engagement. These relationships allow Randstad to serve as a strategic partner that can unite clients looking to do business with certified MWBE staffing suppliers, while providing the support of a global, reputable staffing company.

Program highlights

- We will utilize the existing diversity suppliers of the City first and foremost, before turning to our affiliate vendor base
- To ensure service level commitments surrounding supplier diversity are met, these companies may receive lead-time on job orders
- Dedicated Recruiters are focused solely on sourcing candidates from our diverse partners and are incentivized accordingly
- Comprehensive vetting of the supplier community affords Randstad a scalable network of qualified diverse suppliers across geographies and disciplines
- Enhanced insurance coverage for economically disadvantaged suppliers who are unable to cover all the client insurance requirements themselves

Formal affiliate vendor qualification process

Identification

We ensure diverse affiliate vendors are appropriately certified and using proven recruiting and staffing procedures.

Association involvement

As members of the National Minority Supplier Development Council (NMSDC) and the Women Business Enterprise National Council (WBENC), we leverage these relationships to identify diverse vendors who are certified through and affiliated with these associations.

Key market development

Supported by our national vendor diversity program, our representatives focus on developing a preferred network of vendors. Through association involvement and ongoing relationship management, we form meaningful partnerships with the market's most outstanding diverse vendors.

Online affiliate vendor repository and performance management

Through an online repository, we track and manage capabilities and performance for each diverse vendor, enabling us to efficiently manage our program objectives.

Please note that in many cases, Randstad will utilize the existing diversity suppliers of our clients first before turning to our affiliate vendor base. In fact, to ensure service level commitments surrounding supplier diversity are met, these companies may receive lead-time on job orders.

Championing diversity at Randstad

Randstad is committed to becoming a staffing industry leader on inclusive business practices whose goal is to develop meaningful, partnership-based relationships with both our internal and external constituents.

Phyllis Finley, Executive Vice President of Diversity and Inclusion is responsible for developing and managing both the strategic and tactical diversity and inclusion efforts for our organization, primarily focusing on three key dimensions:

- Collaborate and nurture relationships with external diversity partners that share our mission
- Develop our internal diversity and inclusion strategy and work together with key stakeholders across the organization to gain commitment towards these efforts
- Advance the company's position through advising public policy and advancing our public affairs efforts within this space
- We recognize the importance of diversity within our corporate workforce and the talent we recruit for our clients, as well as the benefits of supporting diversity within our supplier community. Phyllis and her team serve as our champions for both supplier and workforce diversity at Randstad.

Phyllis and her team are also responsible for the development of reporting and metrics utilized to gauge Randstad's performance to requested customer requirements and organizational objectives.

A leader in diversity outreach

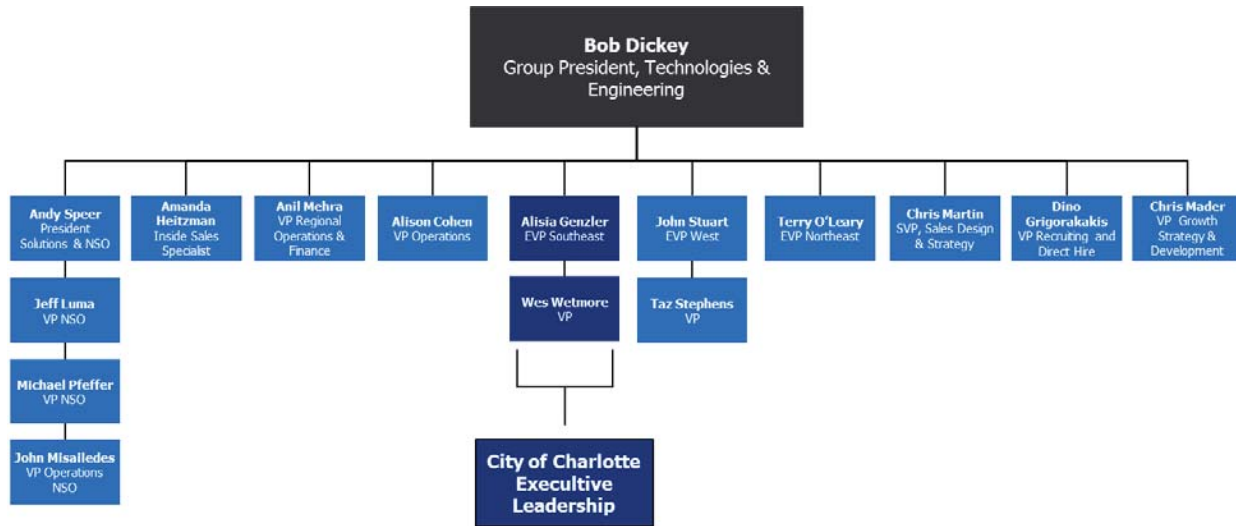
The efforts of Randstad's Diversity and Inclusion division have brought our company the following recognition:

- Network of more than 450 certified, diverse-owned affiliate vendors
- George Lottier, Rising Star Winner by Georgia Minority Supplier Development Council
- Buyer of the Year Award Winner by Georgia Minority Supplier Development Council
- Top Corporation Winner by Greater Women's Business Council (2010-2014)
- Corporation of the Year Award Finalist by National Minority Supplier Development Council
- Top 30 Champions for Diversity Named by Diversity Plus Magazine

- Advocate of the Year Award Finalist by Georgia Minority Supplier Development Council
- Supplier of the Year Award Finalist by Georgia Minority Supplier Development Council of local diversity organizations
- Corporation of the Year Award Finalist by Georgia Minority Supplier Development Council
- Supporter of WBENC
- Member of local, regional and national diversity organizations

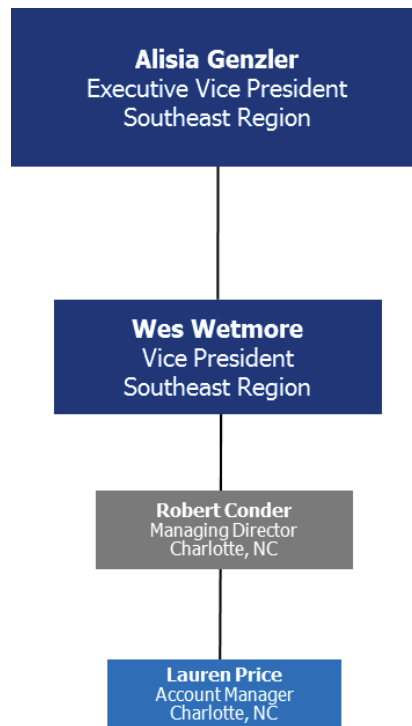
Randstad Technologies' executive leadership team

Please find an organizational chart illustrating Randstad Technologies' executive leadership team, as follows:



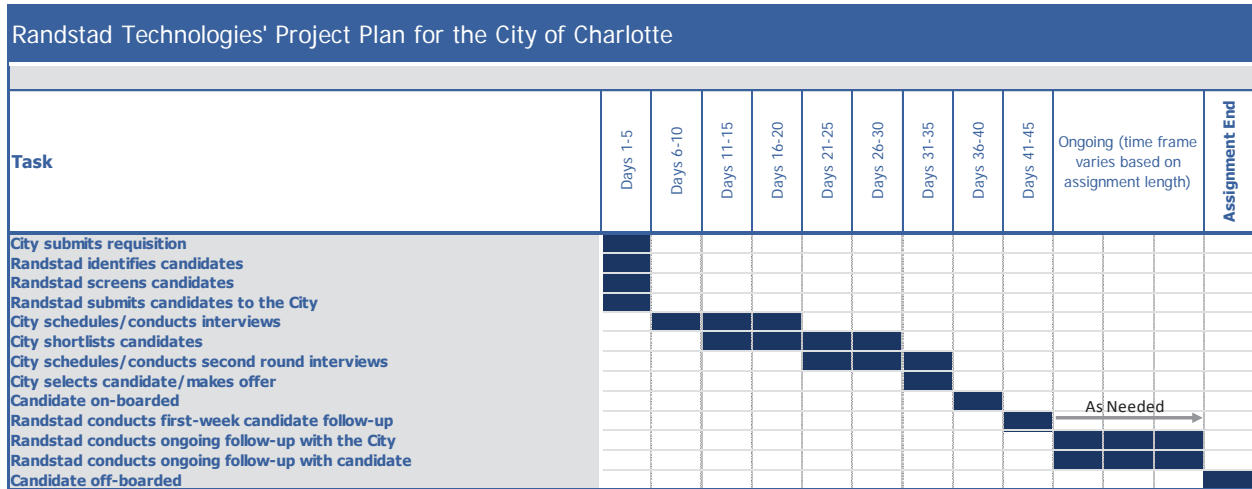
Randstad Technologies' Southeast region leadership team

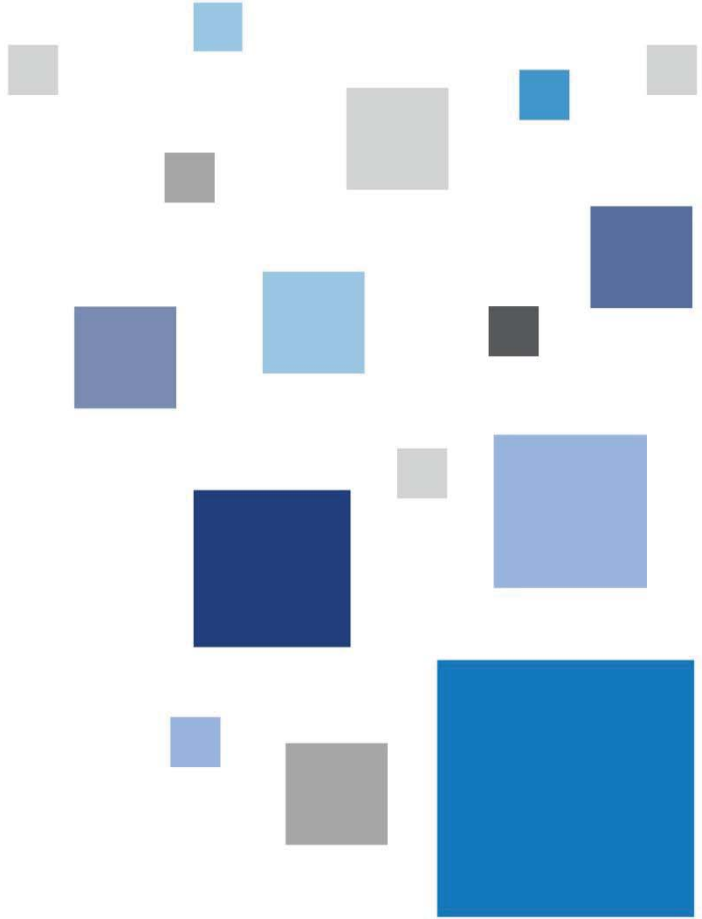
Please find an organizational chart illustrating Randstad Technologies' executive leadership reporting structure for the City of Charlotte, as follows:



Project plan for the City of Charlotte

Please see the following graphic for an overview of Randstad Technologies' Project Plan for the City of Charlotte:





shaping
the world
of work

Visit us at www.randstadusa.com or follow us online:

