



The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at ***wvOASIS.gov***. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at ***WVPurchasing.gov*** with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

Header 2

[List View](#)

General Information [Contact](#) [Default Values](#) [Discount](#) [Document Information](#) [Clarification Request](#)

Procurement Folder: 1453543

SO Doc Code: CRFQ

Procurement Type: Statewide MA (Open End)

SO Dept: 0212

Vendor ID: VS0000020809

SO Doc ID: SWC2400000006

Legal Name: SOFTHQ INC

Published Date: 7/11/24

Alias/DBA:

Close Date: 7/16/24

Total Bid: \$0.00

Close Time: 13:30

Response Date: 07/15/2024

Status: Closed

Response Time: 9:05

Solicitation Description: STATEWIDE CONTRACT -TEMPORARY STAFFING SERVICES

Responded By User ID: Kranti Ponnam

Total of Header Attachments: 2

First Name: Kranti

Total of All Attachments: 2

Last Name: Ponnam

Email: rfp@softhqinc.com

Phone: 8586589200



Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Solicitation Response

Proc Folder: 1453543
Solicitation Description: STATEWIDE CONTRACT -TEMPORARY STAFFING SERVICES
Proc Type: Statewide MA (Open End)

Solicitation Closes	Solicitation Response	Version
2024-07-16 13:30	SR 0212 ESR07152400000000316	1

VENDOR

VS0000020809
SOFTHQ INC

Solicitation Number: CRFQ 0212 SWC2400000006
Total Bid: 0
Response Date: 2024-07-15
Response Time: 09:05:47
Comments:

FOR INFORMATION CONTACT THE BUYER
Mark A Atkins
(304) 558-2307
mark.a.atkins@wv.gov

Vendor
Signature X

FEIN#

DATE

All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	TEMPORARY EMPLOYEE STAFFING SERVICES	0.00000	HOUR	0.000000	0.00

Comm Code	Manufacturer	Specification	Model #
80111600			

Commodity Line Comments:

Extended Description:

TEMPORARY EMPLOYEE STAFFING SERVICES:
 Note: Vendor must use Exhibit_A Pricing Page(s) for bid pricing and submit with bid.
 If vendor is submitting a bid online, Vendor should enter \$0.00 in the Oasis commodity line and attach the pricing page to their bid.

STATEWIDE COVERAGE:

Each Job Classification submitted will
be required for vendor to provide in all 55
counties throughout the State of West Virginia.

REQUEST FOR QUOTATION

CRFQ SWC2400000006

(CMA TEMP24)

Temporary Staffing Services

EXHIBIT_A

Classification	Worker Pay Rate	Withholding Rate	Overhead Rate	Total Rate*
Accounting Technician 2	\$ 28.50	\$ -	\$ 11.97	\$ 40.47
Administrative Services Assistant 1	\$ 22.50	\$ -	\$ 9.45	\$ 31.95
Administrative Services Assistant 2	\$ 25.50	\$ -	\$ 10.71	\$ 36.21
Cook	\$ 16.50	\$ -	\$ 6.93	\$ 23.43
Custodian	\$ 18.50	\$ -	\$ 7.77	\$ 26.27
Data Entry Operator2	\$ 35.00	\$ -	\$ 14.70	\$ 49.70
Executive Secretary	\$ 28.50	\$ -	\$ 11.97	\$ 40.47
Groundskeeper	\$ 15.00	\$ -	\$ 6.30	\$ 21.30
Health Service Worker	\$ 42.00	\$ -	\$ 17.64	\$ 59.64
Laboratroy Assistant 3	\$ 55.00	\$ -	\$ 23.10	\$ 78.10
Laborer	\$ 18.50	\$ -	\$ 7.77	\$ 26.27
Mail Runner	\$ 15.00	\$ -	\$ 6.30	\$ 21.30
Office Assistant 2	\$ 22.50	\$ -	\$ 9.45	\$ 31.95
Office Assistant 3	\$ 25.50	\$ -	\$ 10.71	\$ 36.21
Paralegal	\$ 35.00	\$ -	\$ 14.70	\$ 49.70
Parking Attendant	\$ 15.50	\$ -	\$ 6.51	\$ 22.01
Word Processor	\$ 28.50	\$ -	\$ 11.97	\$ 40.47

* Vendor should enter their Worker Rate + Withholding Rate + Overhead Rate and the Total Rate box will automatically calculate.

Vendor Name: _____

SoftHQ, Inc.

Contact Person: _____

Kranti Ponnam

Phone #: _____

(858) 658-9200

Fax #: _____

(858) 225-6834

Email: _____

rfp@softhqinc.com

Signature: _____

Kranti Ponnam

Date:

07/15/2024

STATEWIDE

Please type or write Legibly

STATE OF WEST VIRGINIA

TEMPORARY STAFFING AGENCY

CENTRALIZED REQUEST FOR QUOTE (CRFQ)

CRFQ 0212 SWC2400000006

ORIGINAL

JUL 16, 2024 01:30 PM EST

Electronic Submission via wvOASIS to:

ATTENTION:

MARK A. ATKINS | SENIOR BUYER
STATE OF WEST VIRGINIA

DEPARTMENT OF ADMINISTRATION
2019 WASHINGTON STREET, EAST
CHARLESTON, WV 25305-0130

PHONE: (304) 558-2307

EMAIL: MARK.A.ATKINS@WV.GOV

SUBMITTED BY:

SOFTHQ

SOFTHQ, INC.

6494 WEATHERS PLACE SUITE 200,
SAN DIEGO, CA – 92121

WWW.SOFTHQ.COM

Person Authorized to Negotiate and Sign the Proposal:

KRANTI PONNAM

TITLE: PRESIDENT

PHONE: (858) 658-9200

EMAIL: RFP@SOFTHQINC.COM / KRANTI@SOFTHQINC.COM



Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Centralized Request for Quote
Service - Prof

Proc Folder: 1453543			Reason for Modification:
Doc Description: STATEWIDE CONTRACT -TEMPORARY STAFFING SERVICES			
Proc Type: Statewide MA (Open End)			
Date Issued	Solicitation Closes	Solicitation No	Version
2024-07-01	2024-07-16 13:30	CRFQ 0212 SWC2400000006	1

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code: VS0000020809
Vendor Name : SoftHQ, Inc.
Address : 6494
Street : Weathers Place Suite 200
City : San Diego
State : CA **Country :** USA **Zip :** 92121
Principal Contact : Kranti Ponnamm
Vendor Contact Phone: (858) 658-9200 **Extension:**

FOR INFORMATION CONTACT THE BUYER

Mark A Atkins
(304) 558-2307
mark.a.atkins@wv.gov

Vendor
Signature X

27-1798370
FEIN#

07/15/2024
DATE

All offers subject to all terms and conditions contained in this solicitation

ADDITIONAL INFORMATION
The West Virginia Purchasing Division is soliciting bids to establish a Statewide Open-End contract for (17) specific Temporary Job Classifications commonly required by State Agencies in all 55 counties in West Virginia, per the attached documents.
Note: Vendors bidding on each classification will be required to provide the job classification to all State Agencies throughout the State of West Virginia.

INVOICE TO	SHIP TO
ALL STATE AGENCIES VARIOUS LOCATIONS AS INDICATED BY ORDER	STATE OF WEST VIRGINIA VARIOUS LOCATIONS AS INDICATED BY ORDER
No City US	No City US
WV	WV

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	TEMPORARY EMPLOYEE STAFFING SERVICES	0.00000	HOURL		

Comm Code	Manufacturer	Specification	Model #
80111600			

Extended Description:
TEMPORARY EMPLOYEE STAFFING SERVICES:

Note: Vendor must use Exhibit_A Pricing Page(s) for bid pricing and submit with bid.

If vendor is submitting a bid online, Vendor should enter \$0.00 in the Oasis commodity line and attach the pricing page to their bid.

SCHEDULE OF EVENTS		
Line	Event	Event Date
1	Technical Questions due by 2:00 PM EDT	2024-07-03

	Document Phase	Document Description	Page 3
SWC2400000006	Draft	STATEWIDE CONTRACT - TEMPORARY STAFFING SERVICES	

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions



Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Centralized Request for Quote
Service - Prof

Proc Folder: 1453543			Reason for Modification:
Doc Description: STATEWIDE CONTRACT -TEMPORARY STAFFING SERVICES			
Proc Type: Statewide MA (Open End)			
Date Issued	Solicitation Closes	Solicitation No	Version
2024-07-01	2024-07-16 13:30	CRFQ 0212 SWC2400000006	1

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code: VS0000020809

Vendor Name : SoftHQ, Inc.

Address : 6494

Street : Weathers Place Suite 200

City : San Diego

State : CA **Country :** USA **Zip :** 92121

Principal Contact : Kranti Ponnam

Vendor Contact Phone: (858) 658-9200 **Extension:**

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Signature X 

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Note: Vendors bidding on each classification will be required to provide the job classification to all State Agencies throughout the State of West Virginia.

INVOICE TO

ALL STATE AGENCIES
VARIOUS LOCATIONS AS
INDICATED BY ORDER

No City WV
US

SHIP TO

STATE OF WEST VIRGINIA
VARIOUS LOCATIONS AS
INDICATED BY ORDER

No City WV
US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	TEMPORARY EMPLOYEE STAFFING SERVICES	0.00000	HOURL		

Comm Code	Manufacturer	Specification	Model #
80111600			

Extended Description:

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SCHEDULE OF EVENTS

Line	Event	Event Date
1	Technical Questions due by 2:00 PM EDT	2024-07-03

	Document Phase	Document Description	Page 3
SWC2400000006	Final	STATEWIDE CONTRACT - TEMPORARY STAFFING SERVICES	

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Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Centralized Request for Quote
Service - Prof

Proc Folder: 1453543			Reason for Modification: ADDENDUM_1
Doc Description: STATEWIDE CONTRACT -TEMPORARY STAFFING SERVICES			
Proc Type: Statewide MA (Open End)			
Date Issued	Solicitation Closes	Solicitation No	Version
2024-07-08	2024-07-16 13:30	CRFQ 0212 SWC2400000006	2

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code: VS0000020809

Vendor Name : SoftHQ, Inc.

Address : 6494

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City : San Diego

State : CA **Country :** USA **Zip :** 92121

Principal Contact : Kranti Ponnamm

Vendor Contact Phone: (858) 658-9200 **Extension:**

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Vendor
Signature X

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07/15/2024
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ADDITIONAL INFORMATION

ADDENDUM_1 is issued for the following:

1.To publish the Purchasing Division's response to the questions submitted by Vendors during the Technical Questioning period.

No other changes made.

The West Virginia Purchasing Division is soliciting bids to establish a Statewide Open-End contract for (17) specific Temporary Job Classifications commonly required by State Agencies in all 55 counties in West Virginia, per the attached documents.

Note: Vendors bidding on each classification will be required to provide the job classification to all State Agencies throughout the State of West Virginia.

INVOICE TO		SHIP TO	
ALL STATE AGENCIES VARIOUS LOCATIONS AS INDICATED BY ORDER		STATE OF WEST VIRGINIA VARIOUS LOCATIONS AS INDICATED BY ORDER	
No City	WV	No City	WV
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	TEMPORARY EMPLOYEE STAFFING SERVICES	0.00000	HOURL		

Comm Code	Manufacturer	Specification	Model #
80111600			

Extended Description:

TEMPORARY EMPLOYEE STAFFING SERVICES:

Note: Vendor must use Exhibit_A Pricing Page(s) for bid pricing and submit with bid.

If vendor is submitting a bid online, Vendor should enter \$0.00 in the Oasis commodity line and attach the pricing page to their bid.

SCHEDULE OF EVENTS

Line	Event	Event Date
1	Technical Questions due by 2:00 PM EDT	2024-07-03

	Document Phase	Document Description	Page 3
SWC2400000006	Final	STATEWIDE CONTRACT - TEMPORARY STAFFING SERVICES	

ADDITIONAL TERMS AND CONDITIONS

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Purchasing Division
2019 Washington Street East
Post Office Box 50130
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State of West Virginia
Centralized Request for Quote
Service - Prof

Proc Folder: 1453543			Reason for Modification: ADDENDUM_2
Doc Description: STATEWIDE CONTRACT -TEMPORARY STAFFING SERVICES			
Proc Type: Statewide MA (Open End)			
Date Issued	Solicitation Closes	Solicitation No	Version
2024-07-11	2024-07-16 13:30	CRFQ 0212 SWC2400000006	3

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

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Vendor
Signature X

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FEIN#

07/15/2024
DATE

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ADDITIONAL INFORMATION
ADDENDUM_2 is issued for the following: 1. To publish additional information to the Purchasing Division's responses provided in Addendum_1. No Other Changes. ----- The West Virginia Purchasing Division is soliciting bids to establish a Statewide Open-End contract for (17) specific Temporary Job Classifications commonly required by State Agencies in all 55 counties in West Virginia, per the attached documents. Note: Vendors bidding on each classification will be required to provide the job classification to all State Agencies throughout the State of West Virginia.

INVOICE TO	SHIP TO
ALL STATE AGENCIES VARIOUS LOCATIONS AS INDICATED BY ORDER No City WV US	STATE OF WEST VIRGINIA VARIOUS LOCATIONS AS INDICATED BY ORDER No City WV US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	TEMPORARY EMPLOYEE STAFFING SERVICES	0.00000	HOURL		

Comm Code	Manufacturer	Specification	Model #
80111600			

Extended Description:
TEMPORARY EMPLOYEE STAFFING SERVICES:

Note: Vendor must use Exhibit_A Pricing Page(s) for bid pricing and submit with bid.

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SCHEDULE OF EVENTS		
Line	Event	Event Date
1	Technical Questions due by 2:00 PM EDT	2024-07-03

	Document Phase	Document Description	Page 3
SWC2400000006	Final	STATEWIDE CONTRACT - TEMPORARY STAFFING SERVICES	

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions



Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Centralized Request for Quote
Service - Prof

Proc Folder: 1453543			Reason for Modification: ADDENDUM_1
Doc Description: STATEWIDE CONTRACT -TEMPORARY STAFFING SERVICES			
Proc Type: Statewide MA (Open End)			
Date Issued	Solicitation Closes	Solicitation No	Version
2024-07-08	2024-07-16 13:30	CRFQ 0212 SWC2400000006	2

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
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CHARLESTON WV 25305
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Vendor Customer Code: VS0000020809

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Principal Contact : Kranti Ponnam

Vendor Contact Phone: (858) 658-9200 **Extension:**

FOR INFORMATION CONTACT THE BUYER

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Vendor
Signature X

27-1798370
FEIN#

07/15/2024
DATE

All offers subject to all terms and conditions contained in this solicitation

ADDITIONAL INFORMATION

ADDENDUM_1 is issued for the following:

1.To publish the Purchasing Division's response to the questions submitted by Vendors during the Technical Questioning period.

No other changes made.

The West Virginia Purchasing Division is soliciting bids to establish a Statewide Open-End contract for (17) specific Temporary Job Classifications commonly required by State Agencies in all 55 counties in West Virginia, per the attached documents.

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INVOICE TO		SHIP TO	
ALL STATE AGENCIES VARIOUS LOCATIONS AS INDICATED BY ORDER		STATE OF WEST VIRGINIA VARIOUS LOCATIONS AS INDICATED BY ORDER	
No City	WV	No City	WV
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	TEMPORARY EMPLOYEE STAFFING SERVICES	0.00000	HOURL		

Comm Code	Manufacturer	Specification	Model #
80111600			

Extended Description:

TEMPORARY EMPLOYEE STAFFING SERVICES:

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SCHEDULE OF EVENTS

Line	Event	Event Date
1	Technical Questions due by 2:00 PM EDT	2024-07-03

SOLICITATION NUMBER: CRFQ 0212 SWC2400000006

Addendum Number: 1

The purpose of this addendum is to modify the solicitation identified as CRFQ 0212 SWC2400000006 ("Solicitation") to reflect the change(s) identified and described below.

Applicable Addendum Category:

- ☐ Modify bid opening date and time
- ☐ Modify specifications of product or service being sought
- ☒ Attachment of vendor questions and responses
- ☐ Attachment of pre-bid sign-in sheet
- ☐ Correction of error
- ☐ Other

Description of Modification to Solicitation:

1. To publish the Purchasing Division's response to the questions submitted by Vendors during the Technical Questioning period.

No other changes made.

Additional Documentation: Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFQ 0212 SWC2400000006

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

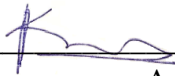
(Check the box next to each addendum received)

<input checked="" type="checkbox"/> Addendum No. 1	<input type="checkbox"/> Addendum No. 6
<input type="checkbox"/> Addendum No. 2	<input type="checkbox"/> Addendum No. 7
<input type="checkbox"/> Addendum No. 3	<input type="checkbox"/> Addendum No. 8
<input type="checkbox"/> Addendum No. 4	<input type="checkbox"/> Addendum No. 9
<input type="checkbox"/> Addendum No. 5	<input type="checkbox"/> Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

SoftHQ, Inc.

Company

 Kranti Ponnamm | President

Authorized Signature

07/15/2024

Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.



Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Centralized Request for Quote
Service - Prof

Proc Folder: 1453543			Reason for Modification: ADDENDUM_2
Doc Description: STATEWIDE CONTRACT -TEMPORARY STAFFING SERVICES			
Proc Type: Statewide MA (Open End)			
Date Issued	Solicitation Closes	Solicitation No	Version
2024-07-11	2024-07-16 13:30	CRFQ 0212 SWC2400000006	3

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code: VS0000020809

Vendor Name : SoftHQ, Inc.

Address : 6494

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State : CA **Country :** USA **Zip :** 92121

Principal Contact : Kranti Ponnamm

Vendor Contact Phone: (858) 658-9200 **Extension:**

FOR INFORMATION CONTACT THE BUYER

Mark A Atkins
(304) 558-2307
mark.a.atkins@wv.gov

Vendor
Signature X

27-1798370
FEIN#

07/15/2024
DATE

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ADDITIONAL INFORMATION

ADDENDUM_2 is issued for the following:

1. To publish additional information to the Purchasing Division's responses provided in Addendum_1.

No Other Changes.

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INVOICE TO		SHIP TO	
ALL STATE AGENCIES VARIOUS LOCATIONS AS INDICATED BY ORDER		STATE OF WEST VIRGINIA VARIOUS LOCATIONS AS INDICATED BY ORDER	
No City	WV	No City	WV
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	TEMPORARY EMPLOYEE STAFFING SERVICES	0.00000	HOURL		

Comm Code	Manufacturer	Specification	Model #
80111600			

Extended Description:

TEMPORARY EMPLOYEE STAFFING SERVICES:

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SCHEDULE OF EVENTS

<u>Line</u>	<u>Event</u>	<u>Event Date</u>
1	Technical Questions due by 2:00 PM EDT	2024-07-03

SOLICITATION NUMBER: CRFQ 0212 SWC2400000006

Addendum Number: 2

The purpose of this addendum is to modify the solicitation identified as CRFQ 0212 SWC2400000006 ("Solicitation") to reflect the change(s) identified and described below.

Applicable Addendum Category:

- ☐ Modify bid opening date and time
- ☐ Modify specifications of product or service being sought
- ☐ Attachment of vendor questions and responses
- ☐ Attachment of pre-bid sign-in sheet
- ☐ Correction of error
- ☒ Other: To publish additional information previously provided in Addendum_1.

Description of Modification to Solicitation:

1. To publish additional information to the Purchasing Division's responses provided in Addendum_1.

No Other Changes.

Additional Documentation: Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

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SOLICITATION NO.: CRFQ 0212 SWC2400000006

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Addendum Numbers Received:


(Check the box next to each addendum received)

<input checked="" type="checkbox"/> Addendum No. 1	<input type="checkbox"/> Addendum No. 6
<input checked="" type="checkbox"/> Addendum No. 2	<input type="checkbox"/> Addendum No. 7
<input type="checkbox"/> Addendum No. 3	<input type="checkbox"/> Addendum No. 8
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SoftHQ, Inc.

Company

 Kranti Ponnamm | President

Authorized Signature

07/15/2024

Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

(Printed Name and Title) Kranti Ponnam | President

(Address) 6494 Weathers Place Suite 200 San Diego CA 92121

(Phone Number) / (Fax Number) (858) 658-9200 / (858) 225-6834

(email address) rfp@softhqinc.com

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that: I have reviewed this Solicitation/Contract in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation/Contract for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that this bid or offer was made without prior understanding, agreement, or connection with any entity submitting a bid or offer for the same material, supplies, equipment or services; that this bid or offer is in all respects fair and without collusion or fraud; that this Contract is accepted or entered into without any prior understanding, agreement, or connection to any other entity that could be considered a violation of law; that I am authorized by the Vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on Vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law; and that pursuant to W. Va. Code 5A-3-63, the entity entering into this contract is prohibited from engaging in a boycott against Israel.

SoftHQ, Inc.

(Company)



(Signature of Authorized Representative)

Kranti Ponnam | President

(Printed Name and Title of Authorized Representative) (Date)

(858) 658-9200 (858) 225-6834

(Phone Number) (Fax Number)

rfp@softhqinc.com

(Email Address)

**Statewide Contract
CRFQ 0212 SWC2400000006
TEMPORARY STAFFING SERVICES
(TEMP24)**

10. VENDOR DEFAULT:

10.1. The following shall be considered a vendor default under this Contract.

10.1.1. Failure to perform Contract Services in accordance with the requirements contained herein.

10.1.2. Failure to comply with other specifications and requirements contained herein.

10.1.3. Failure to comply with any laws, rules, and ordinances applicable to the Contract Services provided under this Contract.

10.1.4. Failure to remedy deficient performance upon request.

10.2. The following remedies shall be available to Agency upon default.

10.2.1. Immediate cancellation of the Contract.

10.2.2. Immediate cancellation of one or more release orders issued under this Contract.

10.2.3. Any other remedies available in law or equity.

11. MISCELLANEOUS:

11.1. Contract Manager: During its performance of this Contract, Vendor must designate and maintain a primary contract manager responsible for overseeing Vendor's responsibilities under this Contract. The Contract manager must be available during normal business hours to address any customer service or other issues related to this Contract. Vendor should list its Contract manager and his or her contact information below.

Contract Manager: Kranti Ponnamm
Telephone Number: (858) 658-9200
Fax Number: (858) 225-6834
Email Address: rfp@softhqinc.com

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COVER LETTER

Jul 16, 2024

Attention:

Mark A. Atkins | Senior Buyer
State of West Virginia
Department of Administration
2019 Washington Street, East
Charleston, WV 25305-0130
Phone: (304) 558-2307
Email: mark.a.atkins@wv.gov

Subject: SoftHQ's response to provide the State of West Virginia's Department of Administration's Purchasing Division's (State of West Virginia) **Statewide Contract – Temporary Staffing Services**

Dear Mr. Mark A. Atkins,

SoftHQ, Inc. (SoftHQ) proposes to provide all goods and services as set forth in the "Centralized Request for Quote" to provide **Statewide Contract – Temporary Staffing Services** with **CRFQ 0212 SWC2400000006**, for which fees/costs offered herein shall apply for **180 days** from the date of opening.

Established in FY 2010 and headquartered in San Diego, SoftHQ is an MBE led by Kranti Ponnamm (President-Operations). SoftHQ has been providing Temporary Staffing Services to various State, Local, and Fortune 500 Commercial clients. Based on our past performances and our core competencies, we are an excellent match with the State of West Virginia's requirements. SoftHQ is one of the premier staffing providers and ranks among the leaders in Administrative, Finance, Human Resources, other Skilled Professionals, Engineering, Information Technology, and Maintenance staffing. Please find the company Information below:

Vendor Demographics	
Name of the Company	SoftHQ, Inc.
Legal Status / Jurisdiction of Incorporation	C-Corporation
Type of Ownership	Minority Business Enterprise
No of Years in Business	14+ Years
Headquartered	6494 Weathers Place Suite 200, San Diego, CA – 92121
Date of Company Incorporation in the US	01/28/2010
Details about the Owners	Kranti Ponnamm (100%)
Corporate Point of Contacts	Name: Kranti Ponnamm; Designation: President Phone: (858) 658-9200; Fax: (858) 225-6834 Email: rfp@softhqinc.com / kranti@softhqinc.com Current Location: 6494 Weathers Place Suite 200 San Diego CA 92121

SoftHQ's commitment to the State of West Virginia's Temporary Staffing Services project includes a singular, integrated team philosophy: SoftHQ's team is working towards a common goal to increase quality of State of West Virginia's program. Each SoftHQ's team member is subject to identical QA policies, procedures, quality levels, and reporting in their day-to-day work, regardless of company affiliation. Our singular, integrated team approach is designed to ensure a common service delivery and QA measures, foster team unity, groom both team members for success, and retain the institutional knowledge at the State of West Virginia as a foundation of our success.

SoftHQ has evolved from an IT and Non-IT focused company concentrating primarily into a global workforce solutions leader with a breadth of specialty businesses. We have a proven record of accomplishment of providing Maintenance Workers, Labor and Trade, Administrative Assistants, Senior Clerks, HR Clerks, Records Clerk, Contract Specialists, Financial Analysts, Accounts Receivables, Accountant Clerks, Payroll Clerks, Payroll Administrators, Typists, Data Entry/Computer Operators, CSRs, Engineering Aides, Secretaries, Receptionists, Customer Service, Field Staff Assistants, Clerical Assistants, Laborers, Office Assistants, File Clerks, Municipal

Service Aides, Municipal Workers, Office Assistants, Claims Assistants, Project Managers, Budget Analysts, Cashiers, Accountants, Facilities Assistant, Custodians, Legal Assistants, Engineers, Project Coordinators, Database Administrators, System Administrators, Network Engineers, System Engineers, Telecommunications Engineers, Helpdesk Technicians, BI Specialists, Database Architects, and other Office Assistants over the last fourteen years.

SoftHQ has been investing in the improvement of its process and service management and established reputation as a small business that operates with the depth and breadth of a large enterprise with a flat organization structure. From lessons learned over the last fourteen years, SoftHQ brings proven capability in conducting search services for public and private sector to fulfil diverse professional solutions tailored to client requirements across administrative, business development, economic development, Engineering and planning, financial, human resources, information technology, and other administrative roles and a broad spectrum of various disciplines.

Over the last fourteen plus (14+) years, SoftHQ has successfully provided Administrative Assistants, Building Permit Technicians, Clerks, Customer Service Specialists II (Front Reception), Data Entry Operators, Executive Secretaries, Office Specialists, Personnel Specialists, Police Records Specialists, Public Utilities Customer Services Representatives, Purchasing Assistants, Secretaries, Senior Secretaries, Accounting Technicians, Accounting Specialists, Senior Accounting Specialists, Legal Clerks, Legal Secretaries, Litigation Support Specialists, Library Clerks, Library Technicians, Librarians, Housing Specialists, Vehicle Technicians (Auto & Heavy Equipment), Building Inspectors, Fire Inspectors, Water Utility Inspectors, Skilled Craft Workers, Laborers, HVAC Mechanics, Apprentice HVAC Mechanics, HVAC / Electrical Helpers, Facility & Event Electricians, Warehouse & Tool Room Workers, Storekeepers, Alteration Workers, Cleaner/Setup Workers, Ticket Takers, Assistant Engineers, Associate Engineers, Senior Civil Engineers, Principal Civil Engineers, Principal Engineering Aides, Senior Engineering Aides, Assistant Power Engineers, Associate Power Engineers, Electrical Systems Designers, Senior Electrical Engineers, Senior Electrical Systems Designers, Management Assistants, Staff Analysts, Administrative Analysts, Real Property Analysts, Accountants, Senior Accountants, Principal Accountants, Paralegals, Investigator – Legal, Mediators, Information Technician – Law Firm, Staff Attorney, Buyers, Claims Assistants, Claims Examiners, Business Information Systems Analysts, Business Information Systems Technicians, GIS Administrators, GIS Analysts, GIS Operators, GIS Technicians, and IT Project Managers to name a few.

Proposal Highlights

- Credible experience in providing Temporary Staffing Services for Administrative / Clerical, Finance / Accounting, Human Resources, Creative Services, Marketing Representatives, Engineering, IT, Maintenance / Light Industrial, Heavy Industrial, Utility / General Labor, and Skilled Trades professionals
- Industry certifications showing process maturity
- Recruiting access to nationwide talent to meet the State's range of staffing needs
- A unique business model providing the agility of commercial markets and the stability of state government
- Over 14+ years of experience in providing temporary and permanent workers

SoftHQ has successfully delivered **158** Temporary Staffing Services projects over the last 14+ years across various state and local agencies with several project directives on firm-fixed pricing. We bring the capabilities of successfully delivering the **Los Angeles County Department of Building and Safety's** Temporary Staffing Services contract which led us to winning another contract with the **City of Los Angeles Department of City Planning** for Temporary Staffing for Professional Services project. SoftHQ's holistic staffing methodology provides cleared, qualified, and skilled personnel and brings stability across the projects ensuring confidence and reliability. These unique capabilities led us to winning a contract with the **Employment Development Department (EDD)** for Temporary Labor Services, **Department of Resources Recycling and Recovery (CalRecycle)**'s Temporary Staffing Services, **City of Irvine's** Temporary Staffing Services, **Orange County Sanitation Department's** Temporary Staffing, **San Mateo County Transit District's** On-Call Temporary Staffing Services, **Metropolitan Water District of Southern California's** Agency Temporary Services, **North County Transit District's** Temporary Staffing Services, **City of Chesapeake's** Temporary Staffing Services, **State of Maryland Dept of Education's** Temporary Help Services, **Arizona State University's** Temporary Staffing, and **Federal Home Loan Bank of Dallas's** Temporary Staffing Services Program. We would like to leverage this experience working across various state and local agencies providing Temporary Staffing Services contracts and provide reliable Temporary Staffing Services to the State of West Virginia on an as-needed basis.

SoftHQ confirms that it will comply with the West Virginia Freedom of Information Act (FOIA), SoftHQ understands that all the formal solicitations and the responses thereto are in the public domain, and requests for confidential treatment will not supersede the State's legal obligation to provide records to the public consistent with public records law. SoftHQ confirms that it is not submitting any Confidential Information or Proprietary or Trade Secrets or Patent Information or Private as defined by West Virginia's FOIA. SoftHQ understands that the response submitted by us to this CRFQ will become State's property and once an award is made, all the responses received under this CRFQ will become a Public Record and has to be released to individual(s) / bidder(s) who request for submitted response as part of West Virginia's FOIA. Therefore, in compliance with the West Virginia's statutes mentioned above, **SoftHQ is waiving the Restriction and Disclosure and Use of Data.**

It is understood and agreed that SoftHQ read the State of West Virginia's CRFQ document, Addendums #1 & #2, Q&A, and the information provided within these documents. By signing this proposal, SoftHQ guarantees and certifies to meet/exceed all the requirements of the State of West Virginia. SoftHQ confirms that the undersigned has full authority to enter into any future binding agreement and confirms full compliance and acceptance with the proposed Scope of Work, General Terms and Conditions specified under this CRFQ are read, understood, and we shall abide by them, and this proposal is made IAW the provisions of such Scope of Work.

Sincerely,



Kranti Ponnamm | President | SoftHQ, Inc.

6494 Weathers Place, Suite 200, San Diego, CA 92121

Office: (858) 658-9200; Cell: (847) 513-2999; Fax: (858) 225-6834

Email: rfp@softhqinc.com / kranti@softhqinc.com | Website: www.softhq.com

1 FIRM'S QUALIFICATIONS AND EXPERIENCE

1.1 Firm Background

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

Company Details	
Firm's Legal Name	SoftHQ, Inc.
Legal Status / Jurisdiction of Incorporation	"C" Corporation
Year of Establishment	01/28/2010
Address / Headquarters	6494 Weathers Place Suite 200 San Diego CA 92121
FEIN	27-1798370
No of Years in Business	14+ Years
Size	<\$27.5M
No of Staff	757
Ownership, Officers, and Directors	Kranti Ponnamm (100%)
Primary Contact Details	Name: Kranti Ponnamm; Title: President Phone: (858) 658-9200; Fax: (858) 225-6834 Email: rfp@softhqinc.com / kranti@softhqinc.com
Website	www.softhq.com
Names of Principal or Officers Authorized to Bind the Firm	
President	Kranti Ponnamm (100%)

Exhibit 1: SoftHQ's Business Information

SoftHQ's Enterprise Service Management (ESM) framework is a key component of our Service Integration and Implementation (SI²) Methodology. Our ESM provides a comprehensive solution to defining goals and staffing resources that worked with state, local agencies, and not-for-profit authorities. Our ESM adopts ITIL v3, and ISO 9001:2015 proven practices, CMMI ML5 for process improvements, measures the current requirements through insights from the State of West Virginia and other key stakeholders, and builds a tailored roadmap to meet the responsibilities of the vacant position. SoftHQ proposes to employ our ESM framework – a proven internal proprietary framework (successfully employed on over several professional staffing services) that provides the State of West Virginia's Temporary Staffing Services contract with a holistic approach to meet the State of West Virginia's needs aligned with the emerging potential needs of the State of West Virginia.

Why SoftHQ?
Program Management Office (PMO) – Focuses on performance management and improvement with centralized, dedicated resources that include quality control (QC), human resources (HR), and contracts personnel, led by a single Account Manager (AM)
Contract Vehicle <ul style="list-style-type: none"> Streamline Acquisition through Sole Source Ability to contract in 2 weeks Ability to commence work in 2 weeks
Leveraging Team Certifications and Standardized Processes – ISO 9001:2015, ITIL v3; SEI CMMI Maturity Level 5; and PMI's PMBoK proven business practices, and processes

Since our founding, SoftHQ has been providing temporary, temporary-to-hire, payroll, direct-hire and professional placement, and recruitment process outsourcing services to a variety of public and private sector clients supporting their mission critical systems and evolved into a staff

augmentation services provider. SoftHQ has a well-defined business model based on different industry sectors such as Finance, Health Care, State Government, and Manufacturing clients. This business model lends us with the required financial stability to provide support to our Temporary Workers and meet our client's expectations. We perform onsite and offsite contract work for the US public sector clients using CMMI, PMBOK, ISO 9001:2015 and ITIL processes. From lessons learned over the last fourteen plus years, SoftHQ brings proven capability to deliver qualified professionals with subject matter expertise on leading edge professional solutions tailored to federal agencies' requirements across administrative, financial, human resources, acquisition in lines with Federal Acquisition Regulation (FAR).

- **Customer-centric Delivery Model** – offers a truly end-to-end and customer-focused execution approach offers a seamless combination of advisory services and personnel with technical knowledge on operating office machines delivered through onsite and offsite delivery models. Our clients view us as a true staffing partner and a one-stop shop for their complete recruitment needs
- **Staffing Partner** – understands client's most critical staffing needs and align our services and solutions accordingly. We bundle all our services into point solutions that address critical staffing needs. Our clients value this approach as SoftHQ helps them meet their end objectives, rather than being a mere service provider
- **Improved Customer Service** – help the State of West Virginia with models that improve overall customer satisfaction and cooperation with their customers
- **Enhanced Resource Management** – assist the State of West Virginia with effective stewardship of resources
- **Business Process Reengineering** – provide leadership, promote effective quality control, and implement innovative and successful acquisition to enhance visibility and success of the State of West Virginia

A Summary of SoftHQ's Capabilities and brief approach to the required services:

Supplier Background and Experience	SoftHQ's diversified business model based on providing Temporary Staffing Services to different State Government agencies and providing Statement of Work (SOW) based and Temporary Staffing Services to its commercial clients, along with the 14+ years of experience in the industry illustrates our capability to meet State of West Virginia diverse requirements.
Industry Certification and Recognition	SoftHQ's processes follow CMMI ML5, using ISO 9001:2015 standards, and are enriched using other industry standards such as PMBOK, ITIL, and Federal Regulations through performance on state contracts. These industry certifications reduce the risk to State of West Virginia and ensure that SoftHQ will be able to replicate its success on other tasks to the State of West Virginia program.
Supplier Financials	SoftHQ financials are solidly based on stable state contracts, senior consultants on long term assignments, and our core business of VMS based clients. We also maintain an active sales pipeline of state and commercial prospects for continued growth. As a result, our projected revenue for 2024 anticipates robust growth over 2023 targeting \$25 Million. We are committed to maintaining transparency with our customers and if required by State of West Virginia, we agree to the open book accounting and submit financial statements upon contract award.
Service Provider Capabilities	SoftHQ's capabilities to meet the Temporary Staffing Services' staffing needs of State of West Virginia, stems from its recruiting capabilities, financial stability, and its diversified business model. Our experienced recruiters work on a pro-active and re-active basis to meet the staffing needs of our clients. Our internal controls ensure that the recruiters are highly motivated and skilled performers and that they are well versed in Temporary Staffing Services.
Account and Program	SoftHQ's account and program management structure is robust and provides rapid decision implementation capabilities to meet ever changing needs of the staffing industry. We provide

Management Structure	our program managers with the visibility on available talent through our centralized PMO and ensure that our client gets the best available talent to meet their staffing needs.
Communication	SoftHQ understands the communication requirements of State of West Virginia and will ensure that it continues to meet the communication format and requirements to succeed at State of West Virginia. We are adept at working in complex environments and our policies and procedure facilitate the delivery of quality services in such environments. Our matured processes require accurate information, explained in this section, to ensure that we continue to provide quality services to State of West Virginia.
Industry, Geographic, and Skills Coverage	SoftHQ has dedicated its recruiting effort in support of public and private sector clients since 2010. We have committed to continuous recruitment of talented individuals with the predominant skillsets used at State of West Virginia and other public-sector clients. Through this recruiting effort we are prepared for future developments at State of West Virginia and will benefit from other State of West Virginia experienced talent that would add to the development of State of West Virginia project.
Recruiting and Selection	Our process for recruiting and selection ensures we submit experienced talent with a focus to match the skills requested in the State of West Virginia requirements. We will ensure that we continue to submit high quality talent to meet State of West Virginia requirements.
Candidate Presentation and Selection	SoftHQ's capability to meet the State of West Virginia requirements for candidate presentation and selection are evident from its stellar performance on interview to hire Service Level Agreement (SLA), on the other public-sector contracts. Our recruiters are experienced in thoroughly interviewing candidates to fully understand their work history, experience, and technical expertise. SoftHQ's senior management has put appropriate controls in the form of performance incentives for its recruitment team to ensure that we maintain a low ratio of resume submitted to interviews conducted.
Testing and Training	SoftHQ believes in need-based testing and training for its Temporary Workers. This program is designed to ensure the seasoned consultant remains at the top of their field. Temporary Workers require approval from the clients, while employees need approval from their account manager for participating in the training program, after orientation and on boarding processing is completed.
Temporary Staff Benefits	SoftHQ offers competitive Temporary Staff benefits and it strives to alleviate worker concerns by providing them a stable and amicable work environment, to meet their needs. In this section, SoftHQ describes its worker benefits program to illustrate that it provides industry comparable worker benefits to its Temporary Staff.
Temporary Staff Performance	SoftHQ understands that the performance of its human capital assets is vital to its business strategy and it strives to ensure that its Temporary Staff perform as per expectations, are motivated, and have the desire to excel on the client projects. We track information on the performance of the workers, provide incentives, take corrective actions, and take assignment close out steps to ensure that our client's requirements are met.
Temporary Staff On-boarding and Off-boarding	SoftHQ ensures smooth on-boarding and off-boarding of Temporary Staff by performing due diligence on the policies and procedures of its client, regarding Temporary Staff and ensuring that it communicates with the Temporary Staff during the on-boarding as well as the off-boarding process.
Subcontracting	SoftHQ is a capable supplier with proven abilities to meet State of West Virginia's Temporary Staffing Services's needs. SoftHQ's recruiting is consultant centric and approaches the sub-contracting relationship as a bi product of its recruiting strategy. This strategy allows SoftHQ to ensure close control, a high degree of satisfaction and retention of its workers at State of West Virginia.
Supplier Performance	SoftHQ ensures supplier performance by using its International Organization for Standards (ISO) based methodology for supplier management. We have designed appropriate controls in the form of performance metrics and strict procedures to maintain supplier performance to the desired level.
Customer Satisfaction	Customer satisfaction is paramount for SoftHQ, and it strives to achieve a high degree of customer satisfaction by providing high quality services. Our satisfied clients are the barometers of our success and we apply all our resources to achieve their satisfaction.

Co-Employment	Our experienced management and legal counsel have structured our employment and sub-contract agreements to reduce/eliminate the co-employment environment. We do not engage in co-employment practices that will harm the interests of our client and we have a sound policy to help our clients reduce co-employment risks.
Supported Policy and Business Rules	SoftHQ has extensive experience in supporting the public-sector relationship. Our top-down philosophy and adherence to the established SOP for operations has reduced process deviations with an emphasis on compliance. We will leverage our experience to ensure that we support State of West Virginia policy and business rules. If required, we can provide insights and lessons learned from our other similar engagements to help State of West Virginia decision maker's fine tune their procurement strategy.
Training and Skills Development	SoftHQ provides comprehensive training and skills development program for its employees and workers as warranted to support its client's needs. The training program is dictated by the needs of projects executed by SoftHQ and direction from the hiring managers of our Temporary Workers. Our matured processes ensure that we deliver training in a specific, measurable, attributable, realistic, and time bound manner (SMART).
Applicant Tracking	SoftHQ has very advanced applicant tracking processes and they are automated using an applicant tracking tool. We have been using it since the inception of our company; as a result, we have a customized database of skilled consultants to meet the needs of our clients. This centralized applicant tracking tool serves as the backbone of our staffing services. Our automated processes ensure that we can initiate, plan, execute, monitor, and close staffing processes with a defined accuracy.
Invoicing, Timekeeping and Expense Handling	SoftHQ has a very advanced and agile accounting process that ensures efficient and effective invoicing, timekeeping, and expense handling. With each client, SoftHQ understands through the contract what the client's expense policies are. SoftHQ maintains complete and accurate records to support and document all Temporary Worker's Time and SoftHQ Expenses under this Agreement and each Purchase Order in accordance with generally accepted accounting principles consistently applied. We will provide our invoicing reports on weekly basis with customized billing of all electronic invoices sent to the State of West Virginia.
Reporting	<p>SoftHQ understands that State of West Virginia may require different type of reports to validate and ensure its partner performance. In answering questions for reporting, we describe our reporting capabilities and provide a list of standard reports available to State of West Virginia on demand.</p> <ul style="list-style-type: none"> ▪ A complete report of Temporary Staffing Activity of SoftHQ with State of West Virginia including the Submissions, Interviews, Starts, roll offs, start dates, job titles, number of hours worked, invoiced amount, paid amount, etc. ▪ Number of Purchase Orders that has been addressed on Weekly/Monthly/Yearly basis ▪ Number of Starts in a particular Month/Quarter/Year ▪ Number of Interviews in a particular Week/Month/Quarter/Year ▪ Number of Submissions in a particular Week/Month/Quarter/Year ▪ Number of Hours billed by each consultant on a Weekly/Monthly/Yearly ▪ Total revenue generated on a weekly/monthly/yearly basis for both Sub Contractor Workers and Workers ▪ Summary reports for each pay cycle

1.2 Organizational Chart

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

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

Mr. Kranti Ponnamm will be the Primary Contact and Hemant Joshi Neupane will be the secondary contact persons for this contract. State of West Virginia can contact our account managers any time regarding the contract related issues or for any queries. Please find the Organization Chart Below.

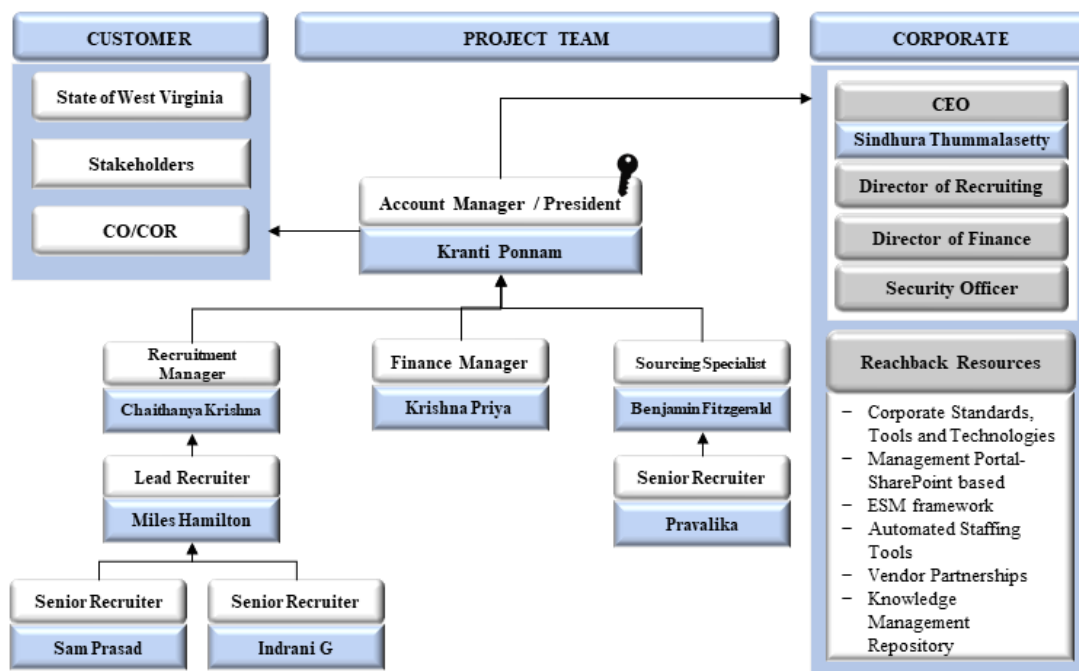


Exhibit 2: SoftHQ’s Organizational Chart

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

1.3 Key Personnel Qualifications

SoftHQ is a professionally managed company with Executives having more than 15+ years of experience in senior level management. Our management team is well conversant in working State and Local government agencies and has vast experience in identifying and staffing their complex Firm-Fixed Price, T&M, LH, and Hybrid projects and executing them to the fullest satisfaction of our customers and won accolades many a times. Our consultants are the key to our business, and they provide us and our clients with proven success and expertise in terms of both domain and technical expertise that makes any project a huge success. **Please find below the details of our Corporate Reach-back Team, Key Personnel – Account Management Team and Recruiters assigned to this Contract:**

1.3.1 Chief Executive Officer: Sindhura Thummalasetty

Position Title: Principal/CEO (Corporate Reach-back)

Education: MBA

Responsibilities:

Staffing and Workforce Solutions to clients globally, Ms. Sindhura Thummalasetty oversees SoftHQ's operations ensuring production efficiency, quality, service and cost-effective management of resources. She is strategically focused with exceptional leadership skills and is very effective at building high-performance teams.

Qualifications / Experience:

Sindhura is one of SoftHQ's founding members and has over 15+ years of experience in executing IT projects and has significant expertise in staffing projects. She has experience working with various State projects since 2010. She was instrumental in development of our Software products and Evaluator (RFP Evaluator). She works from the Headquarters at San Diego, CA.

Years of Experience: 15 Years

1.3.2 Proposed Account Manager / President: Kranti Ponnamm

Position Title: President/Account Manager (Corporate Reach-back)

Education: Master's in Engineering, Louisiana Tech University

Responsibilities:

Mr. Ponnamm oversees SoftHQ's operations at the client site to ensure production efficiency, quality, service and cost-effective management of resources. He works to streamline internal processes and resources and to maintain a high level of customer service. He has expanded the company's service and product offering from a single service to a multi-language, multi-platform mix.

Qualifications:

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

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

Core Competencies:

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

Professional Certifications:

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

Years of Experience: 15+ Years

1.3.3 Alternate Account Manager / Director of Recruiting: Hemant Joshi Neupane

Position Title: Director of Recruiting

Responsibilities:

His current responsibilities include supervising our regional sales and delivery teams and directing a strategic recruiting and marketing plan designed to deliver results to our customers. Mr. Neupane has helped implement numerous onsite programs for clients. Mr. Neupane is an IT professional with over 10 years of robust experience in Recruitment and Data mining industry including 9 years' experience in providing Direct/Indirect IT Recruitment/Sales customer support for US based clients. He has extensive experience in providing customer support services in staffing industry. He is skilled in accurately assess customer needs and concerns and documenting all information including name, contact information, issue resolution process etc. Build sustainable relationships of trust through open and interactive communication. Provide accurate, valid and complete information by using the right methods/tools. He holds expertise in the areas of Resourcing, Head Hunting, Internet Research, Rate Negotiation, Technical Support, and Establishing Processes. He is self-motivated team player with excellent communication and organizational skills with excellent interpersonal skills.

Core Competencies:

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

1.3.4 Recruitment Manager: Angela Wallingford

Position Title: Human Resources (HR) and Payroll Administrator

Responsibilities:

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

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

Core Competencies:

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

Qualifications/Experience:

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

Years of Experience: 12 Years

1.3.5 Finance Manager: Krishna Priya

Position Title: Finance/Account Payable Manager

Responsibilities:

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

posting on a daily basis. She is extensively experienced in handling invoicing and billing processes for various clients including DCP, DA Cluster, DHW, HCIDLA, UN, CalRecycle, and many more clients.

Core Competencies:

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

1.3.6 Lead Recruiter: Miles Hamilton

Position Title: Senior Technical Recruiter

Responsibilities:

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

Mr. Hamilton has overall 7+ years of experience working as a Lead Recruiter with proven experience and handling full life cycle recruiting, salary negotiations, offer letters and full onboarding process & managing applicants through the entire recruiting lifecycle. He is skilled in conducting searches for candidates using traditional and creative sourcing methods, including but not limited to: internal database searches-including pipeline candidates, networking using social networks and internet resources to include online searches, Internet postings and searching using search engines, technical groups and upcoming transition/re-market consultants in accordance with client needs. He is proficient in determining candidate suitability by evaluating the requirement, negotiating compensation package, assessing relevant experience, education, skills and personal qualifications as well as candidate's hot buttons to determine candidate match to the job qualification, pay type/rate, relocation benefits, required H1 processing, etc. and obtaining candidate approval ('right to represent') and presents qualified candidates to clients through a customized resume including a compelling synopsis. He has successfully submitted candidates to open requirements in accordance with client mandated SLA's. He has experience in coordinating and assisting in scheduling technical and client interviews, including candidate interview

preparation and debriefing. Pre-closing candidates on job opportunity and maintaining communication with candidates in the fulfilment process to understand viability of candidate for the position and maintaining a high level of daily/weekly production, measured against submittal, interview and placement activity.

Core Competencies:

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

1.3.7 Senior Recruiter: Sam Prasad

Position Title: Senior Recruiter

Responsibilities:

Mr. Prasad has been an administrative and light industrial recruiter for SoftHQ for the past four years. He has filled everything from entry level to Senior Management positions. He takes pride in his customer service abilities and strives to find the best possible position for his candidates every time. Mr. Prasad has over 8+ years of experience working as a IT Recruiter with extensive experience in performing searches for qualified job candidates, using sources such as computer databases, networking, internet recruiting resources, media advertisements, job fairs, recruiting firms, or employee referrals. He has proven experience in developing or implementing recruiting strategies to meet current or anticipated staffing needs. He is skilled in advising management on recruitment process status with profound experience in attending team staff meetings to collaborate on recruitment, discuss successes and challenges in the process and make recommendations to help achieve recruitment goals. He has strong experience in interviewing candidates for open positions and screen to ensure qualifications match needs to position for which they are applying. He is proficient in producing and editing weekly schedules that incorporate staffing strategies and plans. He has substantial experience in creating and eliminating requisition for hiring new associates. He possesses strong knowledge and experience in managing and oversee daily operations for staffing clerical associates.

Core Competencies:

- Extensive experience in providing full-service recruitment, from identifying qualified candidates, conducting behavioral interviewing to placement
- Expert in using technology-based recruitment tools such as Monster, Dice, Clearance Jobs, CareerBuilder and other job boards, new media Social networking like LinkedIn and Facebook, and various user groups to identify and conduct productive conversations with candidates
- Skilled in obtaining and set up interview between applicants and client companies
- Experience in Recruitment of candidates for client companies

- Experience in preparing hiring authorities and applicants for interview process
- Hands-on experience in placing qualified and ideal applicants at client companies
- Experience in maintaining an accurate and detailed record of each employee in a customized database, including test results, references, and employment information
- Strong knowledge and experience in developing and maintaining staffing records – cancellation, float, master schedule and attendance records

1.3.8 Sourcing Specialist: Benjamin Fitzgerald

Position Title: Senior Recruiter

Responsibilities:

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

Core Competencies:

- Extensive experience in interacting with candidates and employees at all levels, for the purposes of scheduling interviews, on-site greeting and escorting, scheduling and escorting for fingerprinting, sending and collecting application materials, making candidate travel arrangements and conducting on-site testing and assessments
- Proven experience in sourcing candidates from user groups, internal database, web pages, active and passive candidates, and typical job boards (Dice, Head-hunter, Hot jobs, Monster.com, and Craig lists, etc.)
- Experience in providing candidate feedback to hiring managers including reasons that the interview process needed to be streamlined, market conditions that affected their hiring process
- Hands-on experience in managing the entire recruiting process starting with identifying the requirement, posting positions on internet/ intranet, job boards, etc., sourcing resumes, finding and screening candidates to extending the offers and closing positions successfully
- Experience in conducting full lifecycle recruiting including sourcing, screening and interviewing candidates for assigned projects
- Skilled in managing the complete recruiting cycle and providing training others to recruit effectively & developed, and adhering to professional staffing metrics
- Experience in Pre-screening / screening of candidate resumes

- Hands-on experience to update information in applicant tracking system

1.3.9 Senior Recruiter: Indrani

Position Title: Senior Recruiter

Responsibilities:

Ms. Indrani has over 9+ years of experience working as a Recruiter or Team Lead with extensive experience in Pre-screening and conducting individual and group interviews, utilizing research based, current assessment methods and techniques. She has proven experience in managing the applicant tracking system to track progress of searches, and documented leads and candidates. She has hands-on experience in strategizing with hiring managers to understand position requirements, short and long-term talent needs and conducted follow-up meetings with hiring managers and new hires to access hiring quality improvement initiatives. She has strong experience in developing, cultivating, and managing relationships with business partners and hiring managers to provide service excellence. She is experienced in monitoring vacancy and turnover rates for service lines and develop strategies to address retention issues, collect, manage and analyze Wellness provider data to leverage resources and development within the program. She has substantial experience in designing the recruitment strategy for all new client programs and projects, working closely with senior executives and managers with profound experience in develop Talent Acquisition best practices to compete with marketplace candidate competition and generational industry drivers. She possesses strong knowledge and experience in managing special projects, launched social media recruiting campaigns, and developed strategies to improve the recruitment business process.

Core Competencies:

- Extensive experience in providing successful full lifecycle recruiting for Government contracts, financial openings & proposal efforts
- Proficient in cold calling for new employees, develop recruiting strategies and identify technical skillsets
- Experience in providing training to entry level recruiters in areas focused in - identification of candidates, cold calling, documentation/procedures, and salary negotiation
- Hands-on experience in identifying candidates through utilizing Monster.com, Careerbuilder.com, Dice.com, Clearedjobs.net, LinkedIn Recruiter, Social Media and Internal databases and Boolean search methods
- Experience in building applicant sources by researching and contacting colleges, employment agencies, social media (LinkedIn, Facebook, and Twitter) and internet sites
- Skilled in arranging management interviews by coordinating schedules of hiring managers and candidates with profound experience in reviewing and edits candidate's resumes for form and clarity
- Possess strong ability to negotiate and close candidates after a successful interview
- Strong experience in preparing and maintaining accurate tracking records, openings and reports for management review & experience in maintaining recruiting records, database and other related documents

1.3.10 Senior Recruiter: Pravalika

Position Title: Senior Recruiter

Responsibilities:

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

Core Competencies:

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

1.4 Overall Experience

SoftHQ provides efficient and skilled staff for several public-sector agencies such as Los Angeles County Department of Building and Safety, City of Los Angeles Department of City Planning, Employment Development Department – State of California, Monroe County – NY, United Nations – NY, Clark County – NV, Miami Dade County Public School – Florida, Commonwealth of Pennsylvania, Massachusetts Department of Environmental Protection, and New York State Information Technology Services Disability and Aging Cluster to name a few. We provided skilled personnel who provided support in accordance with the agencies' requirements. Below **Exhibit 3** provides an overview of SoftHQ's successfully completed projects on sizeable Contracts.

Client	Type of Service	PoP
Los Angeles County Department of Building and Safety	IT Support Services	Sep 2013 – Sep 2014

Client	Type of Service	PoP
Los Angeles Department of City Planning	IT Support Services	Dec 2013 – Dec 2015
Los Angeles Department of City Planning	Contract Programming Consulting Services	Mar 2020 – Feb 2024
Employment Development Department (EDD) – CA	Temporary Labor Services	Mar 2012 – Feb 2015
Department of Resources Recycling and Recovery (CalRecycle), CA	Temporary Staffing Services	Dec 2011 – Dec 2016
Los Angeles Housing and Community Investment Department	IT Professional Services	Jan 2018 – Jan 2021
City of Irvine, CA	Temporary Staffing Services	Oct 2017 – Sep 2020
Orange County Sanitation Department, CA	Temporary Employment Services	Jun 2018 – May 2023
San Mateo County Transit District and JPB, CA	On-Call Temporary Staffing Services	Aug 2018 – Jul 2023
County of San Luis Obispo, CA	Pre-Qualifications for IT Business Analysts	Aug 2018 – Jul 2020
City of Murrieta, CA	IT As-Needed Professional Services	Aug 2018 – Jul 2021
Metropolitan Water District of Southern California	Agency Temporary Services	Oct 2018 – Sep 2021
Sonoma County Water Agency, CA	As-Needed IT Infrastructure and Support Services	Mar 2019 – Feb 2024
Santa Clara County, CA	Healthcare IT Support Services	Apr 2019 – Mar 2024
Santa Clara County, CA	IT Professional Services	Aug 2019 – Jul 2024
North County Transit District, CA	IT Staffing Services	Apr 2019 – Mar 2022
The Regents of the University of California	Non-IT Temporary Professional Services	Nov 2019 – Oct 2024
Superior Court of Imperial County, CA	Temporary Staffing	Mar 2020 – Feb 2024
California Public Employees' Retirement System	IT Consultants Spring Fed-Pool	Apr 2020 – Mar 2025
Golden Gate Bridge Highway and Transportation District, CA	On-Call Temporary Staffing Services	Jun 2020 – May 2024
City of San Diego, CA	SAP Consulting Services	Jun 2020 – May 2025
City of Sunnyvale, CA	Professional and Technical Support Services & Temporary Staffing Placement for Technology Contracting Services	Jun 2021 – May 2026
City of Encinitas, CA	Temporary Staffing Services	Nov 2021 – Nov 2024
San Diego Housing Commission, CA	Temporary Staffing Services	Feb 2022 – Jan 2027
NYS Office of IT Services Disability and Aging Cluster	Temporary Staffing Services	Sep 2016 – Sep 2018
United Nations, New York City, NY	IT and Admin Services	Sep 2012 – Sep 2015
Monroe County in NY	Temporary Staffing Services	Mar 2011 – Mar 2013
Capital District Transportation Authority, NY	Information Technology Services	Jun 2018 – May 2023
Missouri Department of Transportation	Temporary Personnel Services	Aug 2017 – Jul 2020 Aug 2020 – Jul 2023
Commonwealth of Pennsylvania in PA	Temporary Personnel Services	May 2012 – Apr 2015
City of Harrisburg, Pennsylvania – Dixon University Center (PASSHE)	Temporary Staffing Services	Apr 2020 – Mar 2025
The School District of Philadelphia	Temporary Staffing for Professional Services	Dec 2018 – Nov 2021
Massachusetts Department of Environmental Protection	IT Professional Services	Sep 2012 – Present
State of MA – Operational Services Division	ITS77 Staff Augmentation	Jun 2021 – May 2026
City of Toledo in OH	IT Support Services	Jan 2013 – Dec 2014
Arizona State University, AZ	IT Support Services	May 2016 – Present

Client	Type of Service	PoP
City of Buckeye, AZ	On-Call IT Design, Support and Installation Services	Aug 2018 – Jul 2023
City of Phoenix, AZ	IT Professional Services	Jul 2019 – Jun 2020
University of Arizona	IT Services Staff Augmentation	Sep 2019 – Aug 2024
Laramie County School District in WY	Staff Augmentation Services	Jun 2011 – May 2014
Clark County in Las Vegas NV	Temporary Staffing Services	Aug 2011 – Jul 2013
City of Henderson, NV	Information Technology Staffing Services	Jun 2019 – May 2024
City of Las Vegas, NV	Temporary Staffing Services	Nov 2021 – Nov 2024
Miami Dade County Public School in Miami, FL	Temporary Staffing Services	Jan 2013 – Dec 2014
Collier County, FL	Temporary Personnel Services	Oct 2017 – Sep 2019
City of Coral Springs, FL	Temporary Employment Services	Jan 2020 – Dec 2023
State of Florida – Department of Management Services	Information Technology Staff Augmentation Services 3 rd Bid	Sep 2020 – Aug 2022
Manatee County School District, FL	Temporary Staffing Services	Jul 2021 – Jun 2026
Orange County Public Schools, FL	Temporary Staffing Services	Feb 2022 – Jan 2027
City of Lauderhill, FL	Temporary Employment Services	Aug 2022 – Sep 2027
State of Idaho Department of Health and Welfare	Temporary Staffing Services	Sep 2016 – Sep 2017
Federal Home Loan Bank of Dallas, TX	IT Professional Services	Jun 2018 – Present
Lower Colorado River Authority, TX	IT Managed Services	Sep 2018 – Aug 2022
San Antonio Water System, TX	IT Consulting and Technical Support Services TO Contracts	May 2018 – Apr 2023
Houston Independent School District, TX	IT Contractors	May 2019 – Apr 2024
Houston Independent School District, TX	IT Recruiting Services	Jun 2019 – May 2024
Education Services Center Region 20, TX	Temporary Labor Services	Jul 2020 – Dec 2022 Jan 2023 – Dec 2028
World Bank	Temporary Staffing Services	Jan 2018 – Apr 2019
City of Stillwater, OK	Temporary Staffing FY19	Jul 2018 – Jun 2021
City of Chesapeake, VA	Temporary Staffing Services	Nov 2018 – Oct 2021
Fauquier County, VA	IT Consulting Services On-Call/As Required Services	Sep 2018 – Aug 2022
Arlington County, VA	Information Technology Staff Augmentation	Nov 2019 – Oct 2024
Alexandria City Public Schools, VA	Non-Medical Temporary & Permanent Staffing	Jun 2022 – May 2027
Hennepin County, MN	IT Consulting Services Program	Nov 2018 – Oct 2021
State of Maryland Department of Education	Temporary Help Services	Oct 2018 – Sep 2021
Newberry County School District, NC	IT Temporary Professional	Sep 2018 – Aug 2021
City of Everett, Washington – Community Transit	On-Call IT Consulting Services Roster	Nov 2018 – Oct 2021
Washington Health Benefits Exchange, WA	Information Technology and Professional Services	Dec 2019 – Nov 2023
City of Lakewood, WA – Pierce Transit	Temporary Staffing Services	May 2020 – Apr 2025
State of Vermont – Dept of Buildings and General Services	Retainer Contract Opportunity for IT Services	Mar 2019 – Feb 2022
State of Kansas Department of Administration	IT Services	May 2019 – Apr 2024
State of Kansas Department of Administration	Temporary Staffing	Apr 2020 – Mar 2025
State of Kansas Department of Administration	IT – Temporary Staffing	May 2020 – Apr 2025
Douglas County College District RE1, CO	IT Staff Augmentation	Aug 2019 – Jul 2024
City of Arvada, CO	IT Staff Augmentation	Nov 2021 – Nov 2026
Oakland County Purchasing Division, MI	IT Professional Services	Sep 2019 – Aug 2024
Wayne County Airport Authority, MI	IT Staffing and Project Services	Oct 2019 – Sep 2024

Client	Type of Service	PoP
City of Dearborn, MI	Temporary Employment Services	Feb 2022 – Jan 2027
Metropolitan Nashville Airport Authority, TN	Temporary Staffing Agency Services	Dec 2019 – Nov 2022
Metropolitan Nashville Davidson County, TN	Temporary Industrial Related Staffing Positions	Jun 2022 – May 2027
Metropolitan Nashville Davidson County, TN	Temporary Professional and Business Clerical Related Staffing Positions	Aug 2022 – Sep 2027
Prosper Portland, OR	On-Call Temporary Personnel Services	Jan 2020 – Dec 2023
State of Montana – Department of Administration	Request for Proposal Master Contract for IT Services	Mar 2020 – Feb 2025
The School District of Greenville County, SC	Temporary IT Professional Services	May 2021 – Apr 2026
City of Pittsburgh, PA	IT Professional Services	Jun 2021 – May 2026
State of North Dakota – State Procurement Office	IT Professional Services Contract Pool	Jul 2021 – Jun 2026
Gwinnett County Public Schools, GA	On Demand IT Professional Services	Feb 2022 – Jan 2027
Waukesha County, WI	Temporary Employment Services	Apr 2022 – Mar 2027

Exhibit 3: SoftHQ's Snapshot of Past Experiences

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

City of Encinitas, CA

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

City of Irvine, CA

SoftHQ is providing the Temporary Staffing Services to the City of Irvine. Through this contract, the City procures staff to work at the various City of Irvine departments as determined by Human Resources in the areas of clerical/administrative support.

Golden Gate Bridge Highway and Transportation District, CA

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

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

Superior Court of Imperial County, CA

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

Metropolitan Water District of Southern California

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

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

North County Transit District, CA

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

Orange County Sanitation District, CA

Orange County Sanitation District operates the third largest wastewater agency west of the Mississippi River. OCSD has awarded a contract to SoftHQ to provide the Temporary Employment Services. Through this contract OCSD seeks qualified and competent temporary employees on need basis.

San Mateo County Transit District and JPB, CA – On-Call Temporary Staffing Services

SoftHQ is in contract with the San Mateo County Transit District to provide On-Call Temporary Staffing Services to provide highly skilled and experienced professional and administrative personnel to meet the on-going business needs of the Agencies. Areas of desired expertise include:

Information Technology, Engineering, Marketing, Human Resources, Procurement, Finance, Administrative Services, and Maintenance Services.

University of California, CA

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

Employment Development Department (EDD) – State of California

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

Los Angeles Department of City Planning

As the prime vendor, SoftHQ partnered with the City to provide “Temporary Staffing Services” and best-in-class analytical and research expertise to support the applications of the Department. We provide SMEs to support the existing programs and City leadership in the establishment of modernized environment. Our support includes program services, Contract Administrators, Professional Administrative Support, Legal, Craft Workers, Typists, communications, Infrastructure Support, IT and management support. Our personnel provide full-suite support to the Department and employs standards and processes to provide full lifecycle development,

operations, and maintenance support tailored to meet the Department needs. Our personnel use an iterative approach to system development that addresses the City’s need for flexibility and responsiveness to changing priorities.

City of San Antonio, Texas

SoftHQ provides Temporary Labor Services to the City of San Antonio in the areas of administrative, clerical, labor, driving.

Federal Home Loan Bank of Dallas

As the prime vendor, SoftHQ partnered with Federal Home Loan Bank of Dallas in providing “Temporary Staffing Services” and provides best-in-class analytical and research expertise to support the applications of the Bank. We provided Subject Matter Experts (SME) to support the existing programs and Agency leadership in the establishment of modernized environment. SoftHQ specific scope areas include Clerical, Administration Services, program services, program administration, communications, information technology, management support, and administration. SoftHQ’s personnel provide full-suite systems development and support to the Bank and employs standards and processes to provide full lifecycle development, operations, and maintenance support tailored to the needs of the Bank. SoftHQ’s personnel use an iterative approach to system development that addresses the Bank’s need for flexibility and responsiveness to changing priorities.

City of Coral Springs, FL

SoftHQ provides the Temporary Employment Services to the City of Coral Springs. Our support includes Administrative and Industrial Staff such as Accountant, Accounting Assistant, Associate Planner, Behavioural Health Clinician, Cashier, Code Compliance Officer, Data Entry Operator, Executive Assistant, Human Services Coordinator, IT support Specialist, Office Assistant, Parks and Rec Attendant, Permit Services Representative, Planning Technician, Principal Office Assistant, Purchasing Assistant, Purchasing Agent, Senior Accountant, Senior Office Assistant, Custodian, Electrician, Equipment Operator, Facilities Technician, Facilities Trade Technician, Maintenance Worker, Mechanic, Parks Lead Worker, Parks Technician, Plant Operator Trainee, Refuse Collector, Water Plant Operator.

Collier County, FL

Collier County has awarded a contract to SoftHQ to provide the Temporary Personnel Services. The Scope of Services include comprehensive staffing and service support to the Community and Human Services Division for operation requirements for the following Categories: (1) Contract Writer, including but not limited to specification writing, plans analysis, etc. (2) Construction Cost Estimator, including tasks but not limited to construction cost review for projects, preparing independent cost estimates, cost analysis, etc.; (3) Customer Service Specialist, including tasks, but not limited to administrative work involving permits, work orders, zoning, etc.; (4) Senior Field Inspector, including responsibilities, but not limited to building surveying, inspects work, methods and materials, etc.; and (5) Construction Rehabilitation Inspector to include work, but not limited to, technical rehabilitation inspection, construction engineering inspection services.

Manatee County School District, FL

SoftHQ provides Temporary Staffing Services to the Manatee County School District. As part of this Contract we are providing staff for Food Service Positions, Custodial Service or Maintenance Positions, Office Work Positions, Other Office Positions, and School Bus Operator (CDL).

State of Missouri – Department of Transportation

SoftHQ is in contract with the Missouri Department of Transportation to provide Temporary Personnel Services to the Missouri Department of Transportation for the Job classifications such as Laborer, Clerk, Senior Clerk, and Technician.

City of Chesapeake, VA

SoftHQ provides Temporary Staffing Services to the City of Chesapeake for Account Clerk, Account Supervisor, Account Technician I – III, Accountant I – III, Accountant IV, Accounting Administrator, Administrative Assistant I – III, Automotive Technician I – IV, Bacteriologist I – II, Bridge Maintenance Mech I – II, Bridge Operator, Budget Analyst I – II, Chemist I – II, Client Tech Analyst I – III, Clinician I – III, Code compliance Inspector I – III, Computer Support Technician III, Cook, Courier, Customer Service Clerk I – III, Customer Service Mechanic, Data Control Technician I – II, Direct Support Tech, Dockets Clerk, Drafting Aide, Drafting Technician I – II, Electrician I – III, Engineer I – V, Engineering Technician I – IV, Family Services Specialist I – III, Family Services Supervisor, GIS technician I – II, Groundskeeper, Housekeeper I – II, HR Coordinator I – II, HR Specialist, Laboratory Technician, Maintenance Worker, Legal Secretary I – III, Library Page, Licenses Clinician I – II, Licensed Practical Nurse, Licensed Program Supervisor, Mail Clerk, Marketing Research Specialist, Motor Equipment Operator I – IV, Office Assistant I – II, Office Coordinator, Office Specialist I – II, Paralegal, Payroll Specialist, Procurement Specialist I – II, Psychiatric Nurse I – II, Recreation Aide, Recreation Leader, Recreation Specialist I – II, Registered Nurse, Safety Inspector I – II, Shelter Attendant I – II, Storekeeper I – II, Survey Party Aide, Toll Collector, Utility Locator, Van Driver I – II, Waste Management Opr I – III, Waste Management Worker, Water Meter Technician I – III, Water Treatment Plant Operator I – V, and Welder positions.

Pierce Transit, WA

Pierce County Public Transportation Benefit Area Corporation (Pierce Transit) is a nationally recognized leader in the Public Transportation Authority. SoftHQ is providing the Temporary Staffing Services for various departments of the Pierce Transit on a need basis for Staffing Shortages and Vacancies. The staffing needs includes Administrative Staff, Customer Service, Accounting Clerk, Front Desk reception, Human Resources Assistant, Clerical Assistant, Data Entry, Marketing Assistant, Office Assistant, Legal Assistant or records assistant.

Metropolitan Nashville Airport Authority, TN

SoftHQ provides Temporary Staffing Agency Services to the Metropolitan Nashville Airport Authority. We are responsible for Sourcing, Screening and provide top-quality candidates for a diverse range of job classifications at MNAA

Prosper Portland, OR

SoftHQ provides On-Call Temporary Personnel Services to the Prosper Portland on an as needed basis. The Services requested under this contract will typically be for an immediate, short-term job

assignment in the areas of Administrative Support, HR Support, Finance and Accounting, Business Development Coordination, Project Coordination & Management.

State of Kansas – Department of Administration

SoftHQ provides Temporary Staffing related to administrative support to the State of Kansas Department of Administration. Our support includes staffing in the areas of Accountants, Accounting Specialists, Administrative Assistants, Graphic Designer Specialists, Human Service Specialists, legal Assistants, Management System Analysts, Program Specialists, Public Service Administrator, Research Analysts, Revenue Customer Representative, State Auditor, Senior Administrative Assistant, Staff Development Specialist, Social Worker Specialists, Cook, Custodial Specialists, Plumber, Printer Specialists, Service Assistants, Storekeeper Specialists, Utility Workers, Printer Specialists, Refrigeration and Air Conditioning Service Technicians etc.

City of Harrisburg, PA – Dixon University Center

SoftHQ is providing the Temporary Staffing Services to the Pennsylvania's State System of Higher Education (State System) for various Admin, Clerical, and Labor Positions.

The School District of Philadelphia, PA

SoftHQ is in contract with the School District of Philadelphia to provide professional services for different SDP offices and locations. We provide, Recruiter, Talent Specialist, Talent Partner, Payroll Specialist, Payroll Customer Service Representative, Payroll Technical Supervisor, Data Analyst, Senior Accountant, System/Application Analysts, Data Architect, Data Base Administrator, and Business Analyst.

Commonwealth of Pennsylvania in PA

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

State of Idaho Department of Health and Welfare

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

Laramie County School District in WY

SoftHQ provided Staff Augmentation Services for Laramie County School District in delivering Senior Microbiologists, Research Chemists, Principal Chemists, Computer Operators, Administrative Clerks, Event Coordinators, Drafters, and Electronic Technicians.

City of Stillwater, OK

SoftHQ is in contract with the City of Stillwater to provide Temporary Staffing Services on an need basis in the areas of Industrial Labor Representatives, Clerical Labor Representatives, Medical Technical Representatives, Medical Clerical Representatives.

University of Oklahoma, OK

SoftHQ provides the Temporary Staffing Services to the University of Oklahoma on an as needed basis. Temporary staffing includes Industrial Labor Representatives, Clerical Labor Representatives, Medical Technical Representatives, and Medical Clerical Representatives.

City of Las Vegas, NV

SoftHQ provides Temporary Staffing Services on a need basis to City departments such as Human Resources and Information Technologies. The city requires personnel for the staffing roles such as Customer Service / Front Desk, Maintenance/Laborer, Assistant, Sr. Assistant Technician / Specialist, Administrative, Clerical Professional, Management Analyst. As part of IT Category, SoftHQ is providing Enterprise Commercial off the Shelf Software Support Services, Application Development Support Services, Geographic Information System Support Services, Project Management, Database Administration Support Services, and Mobile Application Development Services.

Massachusetts Department of Environmental Protection

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

1.5 References

1.5.1 Reference #1 – Metropolitan Water District of Southern California

Agency Temporary Services			
Agency Name	Metropolitan Water District of Southern California		
Address	Contracting Services Unit – Procurement, 700 North Alameda Street, LA, CA 90012		
Period of Performance	Nov 2017 – Oct 2023 Nov 2023 – Oct 2028	Dollar Value	\$500,000.00
Agency POC	Name: Jacqueline Wright / Angelo Sarao; Title: HR Analyst III; Phone: (213) 217-7513; Email: J.Wright@mwdh2o.com / asarao@mwdh2o.com		

Agency Temporary Services			
Brief Scope of Services			
SoftHQ provides Agency Temporary Services to the Metropolitan Water District of Southern California in assisting their HR staff in providing temporary personnel to the Metropolitan in the following categories: Category 1 – Professional and Administrative Services; Category 2 – Scientific; Category 3 – Technical; Category 4 – Information Technology; and Category 5 – Legal.			

1.5.2 Reference #2 – Superior Court of Imperial County

Temporary Staffing			
Agency Name	Superior Court of Imperial County, CA		
Address	939 W. Main Street, 2 nd floor El Centro, CA 92243		
Period of Performance	Apr 2020 – Mar 2025	Dollar Value	\$500,000.00
Agency POC	Name: Laura E. Flores; Title: Director of Human Resources; Phone: (760) 336-3528; Email: lflores@imperial.courts.ca.gov		
Brief Scope of Services			
SoftHQ is providing Temporary Staffing services for the Superior Court of Imperial County to supply Court with high-quality, cost-effective, professional and administrative temporary staff at the El Centro, Brawley, and Winterhaven locations. We provide Records Clerk, Clerical Assistant, Accounting Clerk, and Facilities Assistant.			

1.5.3 Reference #3 – Orange County Sanitation District

Temporary Employment Services			
Agency Name	Orange County Sanitation District, CA		
Address	10844 Ellis Avenue, Fountain Valley, CA 92708-7018		
Period of Performance	Jun 2018 – May 2023 Jun 2023 – May 2028	Dollar Value	\$500,000.00
Agency POC	Name: Jennifer Martin; Title: Contracts Administrator; Phone: (714) 593-7582; Email: jmartin@ocsd.com		
Brief Scope of Services			
SoftHQ is providing the Temporary Employment Services for the Orange County Sanitation District for role categories such as Water Conservation Compliance Officer, Water Quality Management Specialist, Water Quality Technician, Wastewater Facilities Maintenance Supervisor, Wastewater Plant Operator I, Wastewater Plant Operator – Chief, Wastewater Plant Operator – Senior, Wastewater Plant Operator – Trainee, Utilities Maintenance Worker, and Graphic Designer.			

1.5.4 Reference #4 – Golden Gate Bridge Highway and Transportation District, CA

On-Call Temporary Staffing Services			
Agency Name	Golden Gate Bridge Highway and Transportation District		
Address	P.O. Box 9000, Presidio Station, San Francisco, CA 94129-0601		
Period of Performance	Jun 2020 – Jun 2025	Dollar Value	\$1,500,000.00
Agency POC	Name: Johnathan Lucas; Title: Sr. Buyer Phone: (415) 923-2091; Fax: (415) 923-2384 Email: jlucas@goldengate.org		
Brief Scope of Services			
SoftHQ provides On-Call Temporary Staffing Services to the District with temporary personnel such as Administrative Assistant, Accountant, Accounting Manager, Accounting Specialist, Administrative Assistant, Art Supervisor, Asst Payroll Manager, Budget & Program Analyst, Business Information Systems Engineer, Buyer, Capital & Grant Programs Analyst, Comm/Electronics Supervisor, Comm/Electronics Technician, Contracts Officer, Customer Relations Assistant, Customer Relations Supervisor, Database Engineer, DBE Program Administrator, Digital Communication Programs Manager, Electronic Revenue Collection Analyst, Electronic Revenue Collection Manager, Engineering Contracts Officer, Engineering Contracts Assistant, Engineering Design Technician, Engineering Document Control Assistant, Env. Health & Safety Specialist, Executive Assistant, Facilities Engineer, Ferry Project Engineer, Help Desk, Human Resources Analyst, Human Resources Coordinator, Human Resources Technician, Lead Storekeeper – District, Leaves Analyst, Manager Ferry Maintenance, Marine Procurement Officer, Marketing & Communication Specialist, Marketing Coordinator, Marketing Representative.			

On-Call Temporary Staffing Services

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

1.5.5 Reference #5 – City of Encinitas, CA

Temporary Staffing Services

Agency Name	City of Encinitas, CA		
Address	505 S. Vulcan Avenue Encinitas, CA 92024		
Period of Performance	11/01/2021 – 11/01/2024	Dollar Value	\$500,000.00
Agency POC	Name: Penelope Chase; Title: Human Resources; Phone: (760) 633-2791; Email: Pchase@encinitasca.gov		

Brief Scope of Services

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

1.5.6 Reference #6 – University of California – Office of the President

Non-IT Temporary Professional Services

Agency Name	University of California – Office of the President		
Address	10280 S. Torrey Pines Road, Suite 415, La Jolla, CA 92037		
Period of Performance	Nov 2019 – Nov 2024	Dollar Value	\$500,000.00
Agency POC	Name: Amanda Marks/Anita Enos; Title: Associate Director/Senior Commodity Mgr. Phone: (510) 587-6093 / (510) 987-0899; Email: Amanda.Marks@ucop.edu / anita.enos@ucop.edu		

Overview of the Project

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

1.5.7 Reference #7 – Sydata, Inc.

As-Needed Temporary Staffing Services			
Agency Name	Sydata, Inc. (Arizona State University)		
Address	6494 Weathers Place Suite 100 San Diego CA 92121		
Period of Performance	May 2016 – Ongoing	Dollar Value	\$3 M
Agency POC	Name: Naresh Nandanavanam; Title: Senior Accounts Manager – Federal Phone: (858) 295-4900; Email: naresh@sydatainc.com		
Overview of the Project			
SoftHQ provides Temporary Staffing Services to the Arizona State University for Account Clerk, Account Supervisor, Account Technician I – III, Accountant I – III, Accountant IV, Accounting Administrator, Administrative Assistant I – III, Automotive Technician I – IV, Bacteriologist I – II, Bridge Maintenance Mech I – II, Bridge Operator, Budget Analyst I – II, Chemist I – II, Client Tech Analyst I – III, Clinician I – III, Code compliance Inspector I – III, Computer Support Technician III, Cook, Courier, Customer Service Clerk I – III, Customer Service Mechanic, Data Control Technician I – II, Direct Support Tech, Dockets Clerk, Drafting Aide, Drafting Technician I – II, Electrician I – III, Engineer I – V, Engineering Technician I – IV, Family Services Specialist I – III, Family Services Supervisor, GIS technician I – II, Groundskeeper, Housekeeper I – II, HR Coordinator I – II, HR Specialist, Laboratory Technician, Maintenance Worker, Legal Secretary I – III, Library Page, Licenses Clinician I – II, Licensed Practical Nurse, Licensed Program Supervisor, Mail Clerk, Marketing Research Specialist, Motor Equipment Operator I – IV, Office Assistant I – II, Office Coordinator, Office Specialist I – II, Paralegal, Payroll Specialist, Procurement Specialist I – II, Psychiatric Nurse I – II, Recreation Aide, Recreation Leader, Recreation Specialist I – II, Registered Nurse, Safety Inspector I – II, Shelter Attendant I – II, Storekeeper I – II, Survey Party Aide, Toll Collector, Utility Locator, and Van Driver I – II.			

1.5.8 Reference #8 – City of Las Vegas, NV

Temporary Staffing Services			
Agency Name and Address	City of Las Vegas, NV		
Address	495 S. Main St. 4 th Floor, Las Vegas NV 89101		
Period of Performance	11/22/2021 – 11/22/2024	Dollar Value	\$500,000.00
Agency POC	Name: Brian Woods; Title: Contract Administrator; Phone: (702) 229-6181; Email: bwoods@lasvegasnevada.gov		
Brief Scope of Services			
SoftHQ provides Temporary Staffing Services on a need basis to City departments such as Human Resources and Information Technologies. The City requires personnel for the staffing roles such as Customer Service / Front Desk, Maintenance/Laborer, Assistant, Sr. Assistant Technician / Specialist, Administrative, Clerical Professional, Management Analyst. As part of IT Category, SoftHQ is providing Enterprise Commercial off the Shelf Software Support Services, Application Development Support Services, Geographic Information System Support Services, Project Management, Database Administration Support Services, and Mobile Application Development Services.			

2 RECRUITMENT STRATEGY AND IMPLEMENTATION PLAN

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

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

Step 1 –Work Order /Job Order Request Submitted

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

Step 2 – Acceptance of Order and Initial Response

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

Step 3 – Job Order is Sent Out

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

Step 4 – Evaluation Process

Once a qualified candidate is identified, SoftHQ completes a customized evaluation process for the State of West Virginia. This may include credit, criminal and drug screening as well as an in-depth review of job requirements and expectations. SoftHQ understands that the State of West Virginia requires experienced candidates, and this requirement is included in our overall evaluation process. If the candidate meets all requirements and accepts the positions we will move onto the next step. If not, the previous step is repeated until a qualified candidate match is made.

Step 5 – Interview/Final Approval

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

Step 6 – Orientation

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

Step 7 – Quality Control

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

2.1 Recruitment Methodology

SoftHQ's approach to recruiting provides a robust model to address all the critical factors and services that are essential to the clients and employees for a successful outcome. This consultative model entails an engaged dialogue between Recruiter, Client and Candidate to enhance the level of partnerships with all stakeholders. Our recruiters approach every recruitment effort with a broad understanding of the specific operational needs of their clients and provide a robust and

competitive pool of applicants. At SoftHQ, we work diligently to attract, recruit, and retain the most qualified and diverse candidates to support strategic, technical, operational, and service excellence goals of our clients.

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

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

- Management team having extensive experience and expertise in this business of more than 15 years
- Formidable force of highly technical recruiters for satisfying our clients' Staffing requirements
- Expert Immigration Support, to procure and retain non-immigrant workers. This is also extended to any non-immigrant workers requiring expedited Immigration support while they are still continuing to deliver on the client's team
- Proactive recruiting – Our team of recruiters are always on the look-out for highly skilled administrative professionals from higher educational institutions in the WV or willing to relocate, and have built a reputable list of talented candidates

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

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

2.1.1 Sourcing Strategy

SoftHQ's proposed Account Manager (AM), Mr. Kranti Ponnamm will interface with the State of West Virginia's contract administrator and senior administration to understand the requirements through meetings and interviews to determine the skills and competencies required by the potential

candidate, define the required experience in his/her field, and any other certifications or technical skills or technical training required to perform the defined tasks. Mr. Ponnamm will develop a recruitment strategy in conjunction with the defined requirements outlining the recruitment process and schedule for the task completion adhering to the agreed service level agreements with State of West Virginia's senior administration.

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

- Referral Program
- Internal Resume Database
- Local Newspapers
- Job Boards
- Walk-in Drives

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

Approach to filling "difficult to fill" Positions

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

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

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

Employee Screening and Selection

Resume Validation

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

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

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

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

Administrative/Clerical:

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

Administrative/Clerical Tests		
Business Writing	Microsoft Internet Explorer	Writing Sample (Letters, etc.)

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

Exhibit 4: Types of Administrative / Clerical Test

Accounting/Finance Knowledge Tests:

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

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

Exhibit 5: Types of Accounting / Finance Tests

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

Technical/IT Evaluation:

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

- Application Development

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

Technical tests include:

Technical Tests			
ABAP for SAP	JavaScript	DCOM	PHP
AS/400	Macintosh	DB2	SAS
COBOL	Network Security	Windows	SQL Server DBA
CORBA	PeopleSoft	E Commerce	TCP/IP
Data Entry Test (Numeric, Alpha)	Win2000 Test 1	Informix	Visual FoxPro
Delphi	PowerBuilder	Linux	ASP
HP-UX	Solaris	MS Exchange	C Programming
Java	SQL Desktop Applications	Novell	Cold Fusion
Lotus 1-2-3	UNIX	Perl	Crystal Reports
Lotus Notes	Win Runner	Win2003 Test 1	Software Productivity
MS Help Desk	Apache Web Server	RDBMS	Dreamweaver
Oracle	SQL Server Developer	Windows	Ten Key
Outlook	Cisco Network/Router	Sybase	HTML

Exhibit 6: Types of Technical Tests

- Reference Check: SoftHQ verifies every candidate's three recent, relevant references from a supervisor or a manager for the past five years. We crosscheck the references in LinkedIn and use internal tools to validate their legitimacy.
 - Reliability, Punctuality, and Attendance: As part of our Background checks, our team will check the candidate's work ethics. We will assess the level of reliability the organization and the team could place on the candidate while on assignment, the punctuality at work and if there are any instances of project slippages, and his/her attendance.
 - Time Management: Our team will interface with the supervisor or a manager to understand the candidate's ability to manage tasks within the agreed timelines and meeting the SLAs.
- Pre-Screen Test/Interview: We use online skill measurement tools to assess the level of technical skills for every candidate. With technology evolving and clients requiring a combination of technical skills for a single role, we use a flexible testing mechanism that allows us to combine both skills in a single test and rate the skills. We ensure that every candidate goes through an online test for their skills through Brain Bench certification, then review their scores prior to submitting them to the customer. In the case of skills which cannot be adequately tested in an online test scenario, we perform technical screening and rate candidates on their skills, using a matrix.
 - Communication Skills and Telephone Skills: Our interviewers will assess the candidate's communication skills both verbal and written as part of our skills assessment. Our team

will assess how the candidate understands the questions put to him/her and the way they are answered to analyze the telephone skills and the attentiveness, enthusiasm, and courtesy displayed during the call.

- Customer Service: Our team will analyze the candidate’s previous experience in handling customer’s questions and how he/she handled the issues. This assessment will provide the detail analysis on the candidate’s ability to understand the issue, how he/she resolved it, and the time taken to resolve it.
- Client Interview/Introduction: We ensure all our employees are introduced to the client for a discussion, for clients to fully understand the candidate’s strengths and weaknesses. Our recruiting report is presented on every candidate, helping the client to narrow the selection from multiple candidates to the one who would be the best, both technically and culturally.

2.1.2 Retention Strategy

Our retention strategies revolve around three principles: best compensation, right environment and skill enhancement and training, as described in the below table. Our compensation is amongst the best available in the industry along with the incentives to perform for the key technical and managerial staff. The compensation plan includes 401k and health care plans including FSA. This plan is constantly reviewed by the HR personnel and updated annual to ensure high retention and job satisfaction among contract personnel. The company promotes the work hard play hard philosophy. With our corporate sponsored events and workplace specific events, we ensure that employees are motivated for continual performance. Our training plan supports the career goals and customer goals to ensure higher employee satisfaction.

Retention Element	SoftHQ’s Approach to Retention
Staff Training	<ul style="list-style-type: none"> ▪ Our team follows formal training processes, appraised at CMMI ML5 and continuously improved through implementation of ISO based practices ▪ Training needs are identified at the individual contract level and sent to the AM and HR Manager for action ▪ For certifications, employees are reimbursed after sending a copy of the certification and necessary justification and approval by a supervisor ▪ For formal trainings required to meet customer objectives, the AM obtains the necessary approval from SoftHQ’s President and implements the training in close coordination with the HR ▪ When trainings are mandated by the organization, a formal training calendar is sent out to all employees along with the plan to meet the organizational objectives ▪ At least 1% of the Purchase Order revenue is set aside for training and performance improvement
Performance Management	<ul style="list-style-type: none"> ▪ The performance management is primarily done through job definition, modelling right behavior at the customer place and customer feedback ▪ Superior performance is immediately rewarded through the target incentive program ▪ Long term performance is rewarded through promotions and recognition at the higher levels. Corrections to the performance is achieved through formal and informal counselling sessions

Exhibit 7: SoftHQ’s Approach to Employee Retention

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

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

- i. We provide our employees with a mature work environment that includes innovative projects, latest technology, and expert mentors, ensuring professional growth every day. Our Director of Program Management Office (AMO) and managers are responsible for ensuring that our employees develop professionally during their contract tenures
- ii. We provide onsite training, in the form of traditional classes, online classes, mentorships, briefings, and invited speakers. We pay for professional certification programs and examinations. We typically allocate at least 1% of gross receipts for training contract personnel
- iii. We encourage all our full-time employees to participate in offsite opportunities for professional development, including seminars, conferences, training programs, certifications, or other activities. In many cases, we reimburse all or part of the cost. We believe that our attention to employees, including our Total Compensation package, helps us to attract and retain the most skilled, motivated, and productive employees in the industry. We have a greater than 97% retention rate as against the industry standard of 83%, as indicated in the below table. Our low turnover rate guarantees continuity of the highest quality of services to our customers.

Company Name	2023	2022	2021
SoftHQ, Inc.	99%	98.82%	98.56%

Exhibit 8: SoftHQ's Retention Rates

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

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

SoftHQ's sourcing and screening process provides us with appropriate data on all the qualified candidates from which we are able to make comparisons between candidates, resulting in the final selection of the best candidate. Our screening process is one of the best in the industry, and we have had tremendous success in providing the best available resources. Our process eliminates ambiguity regarding the match of the candidate to the position. Our process validates the candidate's qualifications for the job and allows the candidate to confirm that the value proposition

of the role is a good fit. Our screenings require time and dedication from all the people involved in the process; however, they allow us to avoid the mistake of a poor hire – which has historically proven to be more expensive and time consuming yet.

2.1.3.1 Position Analysis and Customer Outreach

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

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

2.1.3.2 Ability to Attract Qualified Personnel

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

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

2.1.4 Methods for Drug Testing and Background Screening

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

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

- Medical History Check
- I-9 and E-Verify
- Drug Screenings

Drug Screening

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

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

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

2.1.4.1 Social Security Number Trace

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

2.1.4.2 Nationwide Criminal Database

- Once we analyze the known aliases and address history, our researcher conducts thorough research on Nationwide Criminal Database. The result will be updated instantly after we dispatch out the request electronically. If any criminal information was discovered in the national database, SoftHQ performs further research on the case to assure maximum accuracy for that case. Nationwide Criminal Database will be a step to determine if we need to conduct additional research for any Felony & Misdemeanors in a particular Court. Each Nationwide Criminal Database searches access proprietary database compiled from more than 200 databases including but not limited to 50 State sex offender registries, terrorist list, and is designed to cover multitude of databases covering U.S. and foreign sanctions and watch lists as provided by states, U.S. and foreign governments and international organizations.

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

2.1.4.3 County/State-wide/Federal Criminal Record Check

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

2.1.4.4 Out of Country Criminal Background Checks

SoftHQ's international employment screening are secured by experienced professionals. It consists of a global network of skilled researchers who retrieve and report public records. We provide a wide range of employment verification services and solutions in several countries. Each country has its own customs, legal codes, crime definitions and court system. SoftHQ has the knowledge and experience to guide our clients and maintains up-to-date country specific requirements for screening and data security.

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

2.1.4.5 Nationwide Sex Offender Status Search

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

2.1.4.6 Education Verification

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

2.1.4.7 Employment Verification

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

2.1.4.8 Professional Reference Check

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

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

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

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

- Were you his/her direct supervisor?
- What was his/her reason for leaving?
- Is he/she eligible for rehire?
- Can you verify his/her salary?

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

<input type="checkbox"/> Professional	<input type="checkbox"/> Articulate	<input type="checkbox"/> Friendly	<input type="checkbox"/> Team Player
<input type="checkbox"/> Well-Liked	<input type="checkbox"/> Driven	<input type="checkbox"/> Quick Learner	<input type="checkbox"/> Good Leader
<input type="checkbox"/> Detailed	<input type="checkbox"/> Good Listener	<input type="checkbox"/> Punctual	<input type="checkbox"/> Hard Working
<input type="checkbox"/> Proactive	<input type="checkbox"/> Responsible	<input type="checkbox"/> Positive	<input type="checkbox"/> Go-getter

Hard Skill/Technical Skill Analysis

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

Additional Comments:

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

Additional Questions:

How well did he/she perform his/her job?

What areas did he/she excel? Does he/she possess some truly exceptional or outstanding skills in your estimation?

What else can you think of about their work that we might not have covered?

2.1.4.9 Licensure Verification

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

2.1.4.10 Motor Vehicle Record Check (Driver's License)

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

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

2.1.4.11 Commercial Driver's License Information System (CDLIS)

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

2.1.4.12 DOT Safety Verification

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

2.1.4.13 DOT PSP Crash and Inspection Record

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

2.1.4.14 Credit History

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

2.1.4.15 E-Verify

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

E-Verify is a program that electronically confirms an employee's eligibility to work in the United States after completion of Form I-9, Employment Eligibility Verification (Form I-9). This

Memorandum of Understanding (MOU) explains certain features of the E-Verify program and describes specific responsibilities of the Employer, the Social Security Administration (SSA), and DHS.

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

2.1.4.16 Drug Testing

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

2.1.4.17 International Criminal Searches and International Employment and Education Verification

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

- **Source:** Direct contact with the institution's Office of the Registrar or through online/automated verification systems.
- **Information Verified:** Information can include type of degree, attendance, date of graduation, major studies, GPA, and degree earned.
- **Methodology:** SoftHQ requests a copy of the applicant's transcript or degree. Verification of international education is lengthier than domestic verifications. Depending on client preferences, if the institution is non-responsive or our processor is unable to obtain accurate contact information, our processor will reach out to the client to get additional information (or applicant with client approval) or instructions on how to proceed with the verification.
- **Disclaimer:** This verification can be delayed if institutions are hard to locate if they do not promptly return calls or if verifications are processed by mail only. The accuracy of the verification can be affected if the applicant attended under a different name than stated on the application or if the applicant has recently graduated and the institution has not yet updated their records.
- **Third Party Verifiers:** Many higher education institutions outsource verification information to third party verifiers. Any applicable third-party fees are not included in SoftHQ pricing and will be passed through to client.
- **International Employment Verifications**
 - **Service:** Verifies a person's past and/or present work experience which can let employers know if applicant is being honest about length of employment.
 - **Source:** Direct contact with the employer's Human Resources Department or through online/automated verification systems. Processors utilize email and appropriate translation devices to communicate internationally.
 - **Information Verified:** Information can include dates of employment, position, salary, reason for leaving, eligibility for rehire, disciplinary action taken, dependability, and general work duties.
 - **Methodology:** Verification of international employment is lengthier than domestic verifications. Depending on client preferences, if the employer is non-responsive or our processor is unable to obtain accurate contact information, our processor will reach out to the client to get additional information (or applicant with client approval) or instructions on how to proceed with the verification.
 - **Disclaimer:** This verification can be delayed if employers do not promptly return calls or if verifications are only done by mail. In some cases, only limited information can be verified based on employer's policies.
 - **Third Party Verifiers:** Many mid to large scale employers outsource verification information to third party verifiers. Any applicable third-party fees are not included in SoftHQ pricing and will be passed through to client.
- **International Reference Checks**
 - **Service:** Questioning an applicant's professional references. Professional references are more credible than personal references.
 - **Source:** applicant-provided reference
 - **Information Verified:** Can verify applicant's reliability, criminal past, alcohol or drug abuse and character, work habits and work performance.

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

2.1.4.18 Special Requirements When Placing Non-Commercial Drivers

SoftHQ places high emphasis on Background Verification for all our Temporary Personnel. As part of our Background Screening process, we conduct SSN Trace, County/County/State/National Criminal History, National Sex Offender Registry, DMV Check, Credit Check, and 5/10-panel Drug Test. For placing Non-Commercial Drivers, SoftHQ also conducts Professional Reference Checks, Employment Verifications, and Live Scan Fingerprinting.

2.1.5 Training

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

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

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

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

2.1.5.1 Testing Methodology

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

SoftHQ performs comprehensive aptitude tests for Workers to measure and assess technical skills, management skills, business knowledge, and communication skills. The type of tests includes telephonic, written, and technical discussion. We perform telephonic interviews consisting of aptitude questions for the required skill set. This is considered primary round of interview to assess technical, communication and business skills of the worker. During the test, interviewer asks questions from a question bank, designed to test the required skills, and then assess candidate's aptitude based on his/her answers.

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

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

2.1.5.1.1 Test Plans

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

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

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

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

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

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

With the computerized Skills Evaluation System for office services employees, Clients can be assured the associates we assign to help them will possess the administrative and office services skills requested. In addition to standard word processing functions, our Computer Skills Evaluation System evaluates basic, intermediate, and advanced knowledge of the following software applications just to name a few. There are hundreds of evaluations:

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

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

2.1.5.1.1.1 Sample Assessment Tests

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

Specialty	Available Test Sampling
Finance / Accounting	<ul style="list-style-type: none"> ▪ Accounting Terminology – Basic and Advanced ▪ Accounts Payable ▪ Accounts Receivable ▪ Auditing ▪ Bookkeeping – Professional ▪ Commercial Collections ▪ Corporate Accounting ▪ Cost Accounting ▪ Financial Analysis ▪ General Accounting ▪ Revenue Accounting ▪ General Ledger ▪ Sarbanes-Oxley (SOX) ▪ Microsoft Office Modules – 97/XP/2000/2003/2007/2010/2016
Professional / Administrative	<ul style="list-style-type: none"> ▪ Basic Office Skills ▪ Basic Computer Skills ▪ Business Etiquette ▪ Customer Service Mindset Survey ▪ Bilingual Proficiency – French Canadian/English, German/English, Italian/English, Spanish/English ▪ Data Entry – Hardcopy and Onscreen (10 Key, 10 Key with Decimals, Alphanumeric, Check Number, Inventory Database) ▪ Software <ul style="list-style-type: none"> ○ Microsoft Office Word – 97/XP/2000/2003/2007/2010/2016 ○ Microsoft Office Excel – 97/XP/2000/2003/2007/2010/2016 ○ Microsoft Internet Explorer – 5.0/6.0/8.0 ○ Microsoft PowerPoint – 97/XP/2000/2003/2007/2010/2016 ▪ Telephone Etiquette ▪ Typing – Hardcopy and Onscreen (1, 3, and 5 minutes)
Software	<ul style="list-style-type: none"> ▪ Adobe – Various ▪ FileMaker Pro 6 ▪ Lotus Notes – Various ▪ Microsoft Access – Various ▪ Microsoft Excel – Various ▪ Microsoft Outlook – Various ▪ Microsoft PowerPoint – Various ▪ Microsoft Word – Various
Technical	<ul style="list-style-type: none"> ▪ Engineering/design ▪ Internet-/intranet-related principles ▪ Mainframe and midrange ▪ Networking and groupware ▪ Operating systems ▪ Programming languages ▪ Relational database management systems and related applications ▪ Troubleshooting and help desk

Exhibit 9: SoftHQ's Sample Assessment Tests

To further test high-level technical abilities, SoftHQ uses the knowledge and expertise of technical subject matter experts. These subject matter experts include veteran staff members (generally working as technical managers or project managers) and technical advisors. Subject matter experts

interact with recruiters and client hiring managers to understand the nature of the position and construct a customized battery of questions/scenarios, designed to evaluate a candidate’s critical thinking and problem-solving skills specific to the position. This high-level interaction evaluates a candidate’s suitability to a specific high-level technical position the way no standardized test can.

2.1.6 Response Time / Turnaround Time

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

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

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

In an event where SoftHQ fails to place a temporary employee within the mutually agreed time, SoftHQ will utilize its Active Partnerships with technology and non-technology specific vendors (subcontractor capabilities) to place the candidate within 36 hours. SoftHQ gives the quality of resource and time of turnaround a much higher consideration than the profitability/margin on that one resource. Our average time required to identify an appropriate resource upon receipt of a client request is following:

Tasks	Responsibilities	Recruitment Timeline (Number of Hours)					
		<=2	2-8	8-12	12-16	16-20	20-48*
		Note: These are examples of steps. Each situation may be different					
A. Client Requisition							
▪ Analyze client staff requisition and write synopsis of the requisition	▪ Account Manager ▪ Alternate Account Manager ▪ Recruitment Manager						
▪ Submitting position description and client requirements in Job diva tools							
▪ Identify any necessary qualifications							
▪ Assigning to SoftHQ team lead through internal Job diva tool							

Tasks	Responsibilities	Recruitment Timeline (Number of Hours)					
		<=2	2-8	8-12	12-16	16-20	20-48*
		Note: These are examples of steps. Each situation may be different					
B. Identify Consultant (3 – 5 Consultants)							
<ul style="list-style-type: none">▪ Check if there is matching skilled consultant available “on bench”▪ Identify existing skill sets and candidates within SoftHQ Job diva database▪ Post job to external job sites (SoftHQ website, Dice.com, Monster.com, CareerBuilder.com and shared with approved subcontractors).▪ Sourcing candidates from various job sites by conducting Boolean search and detailed communication with prospect consultants.▪ Sourcing candidates from our internal employee pool.▪ Sharing the requirements with our consultants by posting them on our internal website for internal referrals.	▪ Recruitment Team						
C. Pre-Screening and Interview (SoftHQ)							
<ul style="list-style-type: none">▪ Executing a comprehensive pre-screening that confirms motivation, previous experience, salary, skill level, required education/certification/license, clearance and potential team fit.▪ Pre-screening includes online test (using Prove-It, Brain bench & internal tools) and general knowledge test.▪ Discussing salary requirements and relocation needs with candidates▪ Providing SoftHQ overview and explain benefits▪ Evaluating attitude and aptitude by discussing team scenarios	▪ Recruitment Team						
Skill Evaluation <ul style="list-style-type: none">▪ Conducting initial assessment of the candidate’s qualifications▪ Conducting detailed interviews based on job requirement	▪ Experts						
Soft Skills Evaluation <ul style="list-style-type: none">▪ Evaluating candidate’s communication, creativity, analytical thinking, diplomacy, flexibility, change-readiness, problem-solving, leadership, team building, and listening skills							
D. Evaluation (SoftHQ)							
<ul style="list-style-type: none">▪ Preparing the feedback form to summarize the results of the interview and update Job diva with qualified consultants▪ Relaying interview results to the consultants▪ Checking consultant’s references	▪ Recruitment Manager						
	▪ Account Manager						
E. Submission to the State of West Virginia							

Tasks	Responsibilities	Recruitment Timeline (Number of Hours)					
		<=2	2-8	8-12	12-16	16-20	20-48*
		Note: These are examples of steps. Each situation may be different					
<ul style="list-style-type: none"> Creating skilled matrix matching required skills with experience of consultants to present consistent skill summary to client Submitting resumes with a Skill summary of the selected consultants and references to the State of West Virginia 	<ul style="list-style-type: none"> Recruitment Manager Account Manager 						

Exhibit 10: SoftHQ's Response Timeline

2.1.7 Approach to Subcontracting

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

2.1.8 Benefits to Employees

SoftHQ offers all our employees standard benefits including:

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

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

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

2.1.8.1 Health Care Options

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

2.1.8.2 Payment of Premiums

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

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

2.1.8.3 Sick Time Pay

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

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

2.1.8.4 Benefits / Vacation – Holiday

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

2.1.8.5 Parking – Reimbursement for the \$50 parking in the Building

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

2.1.8.6 401(k)

SoftHQ provides a Retirement Plan Account for all its employees.

2.1.8.7 Training Plans / Services Offered to the Temporaries**On-the-Job Support**

On – going training program is an essential ingredient to hone the capabilities of the staff and achieve continuous improvement. Recommendations that are provided after assessment session are taken into consideration and weekly training or on-going training plans are developed. A knowledge management strategy will be developed to address the current skills development process through comprehensive methods and training sessions that are more valuable and that retains State of West Virginia's capital knowledge. We provide training on knowledge management methods to motivate and encourage the culture of information sharing and collaboration among the service desk staff. SoftHQ performs on-the-job training sessions on modern technologies and

procedures and while discussing issues, also provides training on issue resolution that equips the personnel with the knowledge and skills required to carry out tasks/services efficiently.

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

2.1.8.8 Benefits Accrual Rollover

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

2.1.9 Policy and Procedure on Quality Assurance and Problem Resolution

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

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

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

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

- Detection of quality-related problems
- Identification of responsibility
- Evaluation of importance

- Investigation of possible causes
- Analysis of problem
- Prevention action
- Process controls
- Disposition of nonconforming items
- Permanent damages

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

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

2.1.9.1 Implementation of Corrective Measures

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

Feature to Control Poor Performance	Benefits to the State of West Virginia
Planning	
<ul style="list-style-type: none"> ▪ Apply lessons learned from > 14+ years managing public sector programs to create an achievable QCP ▪ Apply domain knowledge/understanding of the State of West Virginia mission, environments, and QA standards 	<ul style="list-style-type: none"> ▪ Customer needs matched with the right mix of QA management tools, technical expertise, and skills ▪ Responsiveness to unanticipated, changing QA program performance requirements, or staffing needs
<ul style="list-style-type: none"> ▪ Assign account manager with superior experience in performance management at job order level ▪ Establish an accountable and empowered single point of contact and direct lines of authority 	<ul style="list-style-type: none"> ▪ Managers and staff anticipate QC needs and respond rapidly to customer mission requirements ▪ Transition of quality performers maintains continuity and program risk management
<ul style="list-style-type: none"> ▪ Create measures to monitor/report performance ▪ Develop performance standards and service levels ▪ Monitor performance against agreed to standards ▪ Recognize achievement by performance measures 	<ul style="list-style-type: none"> ▪ Ensured QA performance levels/customer satisfaction ▪ Facilitate QA performance improvements ▪ Fulfil QA contract goals ▪ High morale and retention maintained among all staff
Monitoring and Control	
<ul style="list-style-type: none"> ▪ Maintain a robust QC Repository on portal providing analysis and tracking of quality items 	<ul style="list-style-type: none"> ▪ Improves quality through documentation, tracking items to closure and lessons learned

Feature to Control Poor Performance	Benefits to the State of West Virginia
<ul style="list-style-type: none"> Utilize SoftHQ’s ITIL-based Continual Service Improvement to regularly evaluate service for opportunities for improvement/threats to quality Implement corrective actions to curb future issues 	<ul style="list-style-type: none"> Identifies opportunities for improvement and prevents recurrence of quality challenges Improves service quality by identifying and sharing best practices across the service enterprise
<ul style="list-style-type: none"> Utilize Governance and Control Lead to review, and assess performance against standards 	<ul style="list-style-type: none"> Offers objective mechanism to identify current performance and potential areas for improvement
<ul style="list-style-type: none"> Educate all employees on their roles within QC Empower employees to perform self-reviews 	<ul style="list-style-type: none"> Improves quality risk identification/resolution by utilizing all employees as part of inspections
Project Close Out – Feedback	
<ul style="list-style-type: none"> Use customer feedback and surveys as additional data point for feedback Require employees to report lessons learned 	<ul style="list-style-type: none"> Offer multiple avenues for feedback Incorporates customer desires and subjective employee feedback in improvement loop
<ul style="list-style-type: none"> Promote continuous improvement in the areas of each job order management, staffing, reporting, issue monitoring, performance monitoring 	<ul style="list-style-type: none"> Clear/complete customer insight into job order performance Accurate status and visibility into all problem resolutions

Exhibit 11: SoftHQ’s Implementation of Corrective Measures

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

By strict adherence to COBIT, ITIL v5, and CMMI ML5 best practices and the State of West Virginia’s policies, SoftHQ will assure to deliver services on time, within budget successfully, with a minimal amount of government oversight. Our personnel will integrate seamlessly with the State of West Virginia’s team to accomplish the work that across the State of West Virginia’s Temporary Staffing Services program, and our robust communication strategy will ensure that government project leadership remains engaged and informed every step of the way, rendering onerous oversight unnecessary.

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

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

SoftHQ made a conscious effort to redefine and improve processes and continue to invest in reintroducing latest knowledge into our operating model. We follow a defined approach with distinct phases in the contract life cycle. This defined approach contains milestones for review and

measurements. We leverage metrics to benchmark our performance on the contracts and identify corrective actions to improve our performance on the program and resulting tasks.

2.1.10 Evaluation of Employee Job Satisfaction and Customer Satisfaction Level

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

As part of our IQRs, SoftHQ will use the Employee Job Satisfaction Survey Form to understand the employees' level of job satisfaction in his/her role. We will utilize this survey to understand the areas of concerns and any other important information that would lead to improve the employee's job satisfaction levels. We will also identify any additional motivational factors to enhance his/her job satisfaction resulting in improved performance. Similarly, SoftHQ has a customized Customer Satisfaction Survey Forms to understand the customer satisfaction levels. The IQR Form will be used to prepare the topic for the review. These reviews may take the following forms:

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

2.1.11 Approach to Accessing and Evaluating Employee's Performance while on Assignment

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

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

- Attendance/Timesheets

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

2.1.12 Approach to Mitigating Employee Performance Problems or Misconduct

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

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

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

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

2.1.13 Customer Satisfaction

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

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

Customer Satisfaction Surveys

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

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

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

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

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



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

	Derrick Glover	Joshua Button	Oluwatosin Adeshope	Max A Fluerival	Roberto Alvarez
Rate our employee's quality of work on this assignment	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Rate our employee's attitude	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Rate our employee's technical knowledge	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Rate our employee's attendance/punctuality	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Rate our employee's communication skills	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Rate our employee's safety awareness	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Did our employee have the required skills?	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No

Quarterly Business Reviews

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

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

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

Typically, quarterly business reviews focus on:

- Current status of open action items by geography
- Quality metrics

- Use and performance of subcontractors
- Program developments
- Talent acquisition and management trends
- Talent forecasting
- Employee relations activities
- New action items for next quarter

2.1.14 Recruitment Sources

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

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

2.1.15 Policy and Procedure for Ending a Temporary Work Assignment

Once a Work Assignment is completed, our Account Manager will get the confirmation from the State of West Virginia's Contract Administrator or CO or relevant stakeholder for official signoff of the work assignment of Temporary personnel. After the signoff, our Account Manager will ensure that the Temporary personnel handovers the Government Furnished Equipment (GFE) to the relevant State of West Virginia security manager. In conjunction with our safety and security manager's instructions and policies, we will ensure that our temporary personnel signoffs the work assignment. As part of handing over the GFE, our AM will ensure that our candidate handovers the security badges, laptop or phones, access cards, and other relevant equipment.

2.1.16 Approach to Addressing a Request for Reassignment or Replacement of a Temp

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

In the event that the employee is unable to fulfil his job duties or enters into a conduct problem we will provide a replacement within 7 business days for non-critical positions. We understand the importance of availability and will have additional staff trained and ready to back up existing resources in case of any unforeseen emergencies for mission critical programs and projects. These

additional resources can also be used on an as-needed basis during peak times or for supplemental coverage as needed and to maximize flexibility and efficiency. We will provide the client with a staffing plan that includes on-call and backup resources for surge or emergency situations. We will take appropriate measures to provide 24/7/365 coverage, if required by the client.

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

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

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

If a correction requires immediate replacement of a temporary employee, or if the temporary employee's performance is still considered unsatisfactory even after additional instruction and coaching, the Account Manager will take the needed action to discreetly end the assignment after working hours that same day. A qualified replacement, if needed, will be sent as soon as that individual has cleared any State of West Virginia mandated background screenings. During this period, the Account Manager will maintain communication with the appropriate State of West Virginia personnel to ensure seamless transitioning. Also, if needed, the Account Manager will escalate the issue to the CEO.

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

2.1.17 Occupational Health and Safety

Focused on identifying candidates with the best-fit skills and experience, our precise recruitment methods and thorough screening practices help maximize our employees' productivity in their new work environment and minimize the need for pre-assignment training. Should we identify a need for additional training for specific State of West Virginia positions or locations, SoftHQ will work closely with State of West Virginia to develop pre-assignment training that candidates must take

before their first day on assignment. This will eliminate hours of employee ramp-up and on-the-job training time.

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

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

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

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

- Online Software Training
- Safety Training
- Customized Training
- Career Pathing
- In-House Training
- Sexual Harassment Policy
 - Harassment and Workplace Violence
- Substance Abuse
- Anti-Retaliation Policy
 - Reporting Violations of this Policy
- Manual Handling and Lifting Policy
 - Performing a Lift
 - During the Task
- Control of Hazardous Energy Sources

2.1.18 Billing, Reporting and Accounting Capabilities and Resources

2.1.18.1 Timesheet Retrieval and Pay Checks

SoftHQ uses an automated time collection that provides a wide array of functionality to reduce payroll and billing processing costs, reduce employee administrative time, and help us comply with Government regulations. Our tool's time and attendance tracking feature help us manage our employees' hours and productivity. It also includes a timesheet review and approval program to save time and maximize efficiency. Our automated system uses a smart, rules-based configuration that allows employees to do very little to assist with their own attendance tracking, basically just

clocking in and clocking out. This rules-based configuration is developed with automatically detecting when employees have a paid holiday and alerts employees when they are coming close to using the last of their vacation days, half days, or sick days.

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

2.1.18.2 Invoicing Process

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

2.1.18.3 Reporting

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

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

Our management approach focuses on strong management controls and a commitment to Government oversight, implementing proven and repeatable processes, measuring results, and providing a cross-trained and skilled team. This approach, shown in **Exhibit 12**, assures the State of West Virginia a clear view into all project activities, improves efficiencies, and increases the quality of delivered products and services.

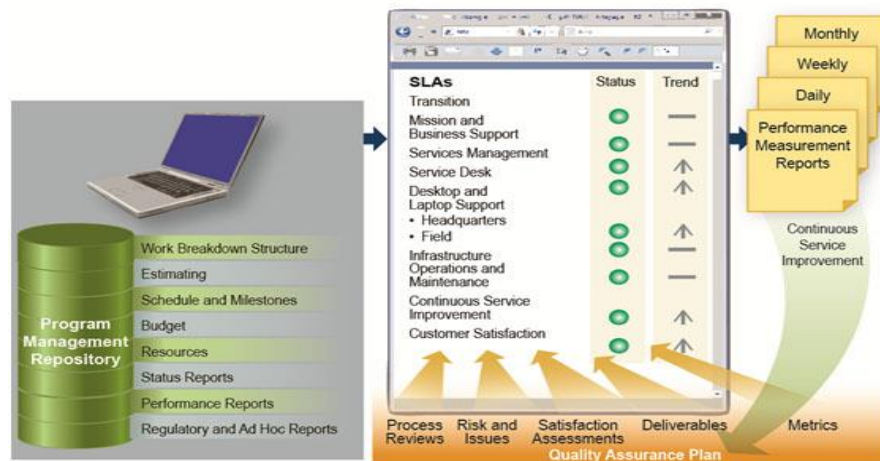


Exhibit 12: Management Information System. *SoftHQ's online MIS provides insightful, accurate, and timely information data on program status and performance reporting*

2.1.18.4 Time Reporting

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

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

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

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

2.1.19 Affirmative Action and Equal Employment Opportunity

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

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

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

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

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

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

2.1.20 Diversity Plan

Vision:

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

Mission:

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

Goals:

SoftHQ was formed with the mindset to become a premier Consulting and Staffing provider. Over the past 14 plus years we have proven multiple times to multiple clients to be just that. Our dedication to building long-term relationship with clients, offering quality services, and always leading with honesty and integrity has been rewarded with continual growth since our inception. We wanted to create a company to provide Administrative and IT Resources, Consulting and Outsourcing at highly competitive prices. Our commitment to honesty, reliability and integrity when working with our clients and partners has generated long-term relationships and trust. The environment we have created has improved efficiencies, reduced costs and streamlined deliverables for ahead of schedule completions.

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

Strategies and Accomplishments:

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

- **Strategies** – Following is a summary of some of the Strategies:
 - Hire the best
 - Keep administrative cost low so the cost to client is reduced
 - Offer excellent pay and health benefits to employees so they are highly motivated
 - Pay for any certifications that the employees accomplish
 - More than resource: The strong technical team that we have that works in our development centers can assist our employees with technical issues and point them to possible solutions
- **Accomplishments** – The outcomes we have achieved include:

- Highly qualified and high-quality candidates to clients resulting in higher Customer Satisfaction
- Continuous year on year growth since inception with repeat business from clients
- Most of the employees have stayed through the duration of initial contract and got several extensions
- We have the same employees performing on projects for several years. On some of the projects like Arizona State University, we have the same employees continuing to perform services since 2016, with MADEP, with HCIDLA, DCP etc.

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