

**CITY CLERK  
ORIGINAL**

C-9955  
04/28/2015

**LINKING AGREEMENT  
BETWEEN  
THE CITY OF GLENDALE, ARIZONA  
AND  
RANDSTAD US, L.P. D.B.A. RANDSTAD NORTH AMERICA, INC.**

*April* THIS LINKING AGREEMENT (this "Agreement") is entered into as of this *28* day of *April*, 2015, between the City of Glendale, an Arizona municipal corporation (the "City"), and Randstad US, L.P. d.b.a Randstad North America, Inc., a foreign limited partnership authorized to do business in Arizona ("Contractor"), collectively, the "Parties."

**RECITALS**

- A. On March 25, 2013, the State of Arizona entered into a contract with Contractor to purchase the goods and services described in the Temporary Staffing Services Contract No. ADSP013-043967, which is attached hereto as Exhibit A. The Temporary Staffing Services Contract permits its cooperative use by other governmental agencies including the City. The Temporary Staffing Services Contract with the Arizona Department of Administration is hereinafter referred at as the "Cooperative Purchasing Agreement."
- B. Section 2-149 of the City's Procurement Code permits the Materials Manager to procure goods and services by participating with other governmental units in cooperative purchasing agreements when the best interests of the City would be served.
- C. Section 2-149 also provides that Materials Manager may enter into such cooperative agreements without meeting the formal or informal solicitation and bid requirements of Glendale City Code Sections 2-145 and 2-146.
- D. The City desires to contract with Contractor for supplies or services identical, or nearly identical, to the supplies or services Contractor is providing other units of government under the Cooperative Purchasing Agreement. Contractor consents to the City's utilization of the Cooperative Purchasing Agreement as the basis of this Agreement, and Contractor desires to enter into this Agreement to provide the supplies and services set forth in this Agreement.

**AGREEMENT**

NOW, THEREFORE, in consideration of the foregoing recitals, which are incorporated by reference, and the covenants and promises contained in this Linking Agreement, the parties agree as follows:

1. Term of Agreement. The City is purchasing the supplies and/or services from Contractor pursuant to Cooperative Purchasing Agreement. According to the Cooperative Purchasing Agreement award and rate sheet, which are attached hereto as part of Exhibit B, purchases can be made by governmental entities from the date of award, which was March 25, 2013, until the date the contract expires on April 1, 2016 (as amended), unless the term of the Cooperative Purchasing Agreement is extended by the mutual agreement of the original contracting parties. The Cooperative Purchasing Agreement, however, may not extend the

contract beyond March 31, 2018. The initial period of this Agreement therefore is the period from the Effective Date of this Agreement until April 1, 2018. The City, however, may renew the term of this Agreement for additional one-year periods if the Cooperative Purchasing Agreement is extended by the original parties, but in no event may the Agreement be extended beyond March 31, 2018. Renewals are not automatic and shall only occur if the City gives the Contractor notice of its intent to renew. The City Manager or his designee is authorized to exercise the City's discretion to renew the Agreement and execute any documents necessary to effectuate such renewals. The City may give the Contractor notice of its intent to renew this Agreement 30 days prior to the anniversary of the Effective Date to effectuate such a one-year renewal.

2. Scope of Work; Terms, Conditions, and Specifications.

- A. Contractor shall provide City the supplies and/or services identified in the Scope of Work attached hereto as Exhibit B.
- B. Contractor agrees to comply with all the terms, conditions and specifications of the Cooperative Purchasing Agreement. Such terms, conditions and specifications are specifically incorporate into and are an enforceable part of this Agreement.

3. Compensation.

- A. City shall pay Contractor compensation at the same rate and on the same schedule as the Cooperative Purchasing Agreement, unless the City and Contractor agree otherwise, as provided in Exhibit C hereto.
- B. The total purchase price for the supplies and/or services purchased under this Agreement shall not exceed one hundred-sixty thousand dollars (\$160,000).

4. Cancellation. This Agreement may be cancelled pursuant to A.R.S. § 38-511.

5. Non-discrimination. Contractor must not discriminate against any employee or applicant for employment on the basis race, color, religion, sex, national origin, age, marital status, sexual orientation, gender identity or expression, genetic characteristics, familial status, U.S. military veteran status or any disability. Contractor will require any Sub-contractor to be bound to the same requirements as stated within this section. Contractor, and on behalf of any subcontractors, warrants compliance with this section.

6. E-verify. Contractor complies with A.R.S. § 23-214 and agrees to comply with the requirements of A.R.S. § 41-4401.

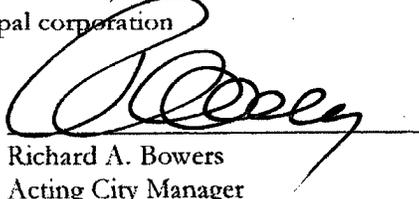
[SIGNATURES APPEAR ON THE FOLLOWING PAGE.]

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date and year set forth above.

“City”

City of Glendale, an Arizona  
municipal corporation

By:

  
Richard A. Bowers  
Acting City Manager

“Contractor”

Randstad US, L.P. d.b.a. Randstad North  
America, Inc., a foreign limited partnership

By:

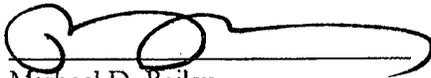
  
Name: Kent Peters

Title: Vice President

ATTEST:

  
Pamela Hanna (SEAL)  
City Clerk

APPROVED AS TO FORM:

  
Michael D. Bailey  
City Attorney

# **Exhibit A**

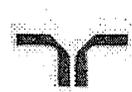
# Supporting the State of Arizona's temporary employment initiatives

A comprehensive workforce solution



**State of Arizona**  
State Procurement Office  
100 N. 15<sup>th</sup> Ave., Suite 201  
Phoenix, AZ 85007

**Solicitation No: RFP ADSP013-00002527**  
January 16, 2013 3:00 pm

 **randstad**<sup>®</sup>

Staffing | Professionals | HR Solutions | Inhouse Services



Staffing | Professional | HR Solutions | InHouse Services

January 16, 2013

State of Arizona  
State Procurement Office  
100 N. 15<sup>th</sup> Ave., Suite 201  
Phoenix, AZ 85007  
Attri: Connie Schneider

RE: RFP ADSP013-00002527 - Temporary Staffing Services

Dear RFP Review Team,

Randstad understands the State of Arizona's desire to select qualified service providers to support your temporary staffing needs. As a strategic partner, our service delivery strategy will continue to focus on improving efficiencies and increasing value to the State of Arizona.

As the State of Arizona's incumbent temporary staffing service provider since 1970, Randstad has gained a thorough understanding of the business environment and corporate culture of your State Agencies, Boards, Commissions and other political divisions. Having provided over 775 placements in 2012, we have proven to be capable of supporting your staffing needs. In fact, our core competencies lie in the skill sets most utilized by the State of Arizona. Further, you will continue to benefit from Randstad's ability to commit to program enhancements, specifically in the areas of candidate and service quality. Given our local market experience in Arizona, proximity to the State Agencies and experience in servicing the local government sector, we are confident we can continue to provide superior support.

Randstad is a consortium of HR services firms that focus on niche segments of the labor force who provide employment solutions across all disciplines required by the State of Arizona. Randstad's attached proposal reflects Randstad's participation in the following areas:

- Administrative/Clerical
- Call Center/Customer Service
- Data Entry
- Light Industrial
- Finance/Accounting
- Legal
- Insurance
- Marketing
- Medical/Healthcare (administrative support)
- Special expertise (Writers)

Leveraging an extensive, proprietary candidate database, along with local market knowledge and competitive rates, Randstad will continue to provide the State of Arizona with a customized workforce solution. As an incumbent supplier of talent, Randstad's goal is to continue to provide the right resources, at the right time, at the right price.

3800 N. Central Ave.  
Suite C-100  
Phoenix, AZ 85012  
T. 602-200-3910





Staffing | Professionals | HR Solutions | Inhouse Services

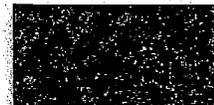
As an organization with a broad spectrum of staffing and employment-related service capabilities, Randstad proposes to create a customized, unique solution designed around each State Agency's needs. To ensure quality service delivery, Randstad has established a dedicated, local Account Management Team, with the support of a robust delivery model and a tenured Recruiting Team. Our goal is to meet and exceed your expectations by providing the highest value and quality in every aspect of our service.

Given our history of servicing the State of Arizona with innovation and exceeding the expectations of each Agency, we are confident we can continue to provide superior support. We at Randstad are excited about the opportunity to continue to partner with the State of Arizona and look forward to the evaluation process and the opportunity to discuss our capabilities in detail.

Sincerely,

A handwritten signature in black ink, appearing to read 'Travis Laird', written over a light gray grid background.

Travis Laird  
Regional Vice President  
[travis.laird@randstadusa.com](mailto:travis.laird@randstadusa.com)



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### **Additional Enclosures**

- Exhibit A – State of Arizona agencies serviced by Randstad
- Exhibit B – Sample State of Arizona quarterly report



## 1. Method of Approach

- A. Offeror shall state the specific high-level category to which they are proposing and provide a narrative of how Offeror will effectively provide the temporary personnel services under the specific temporary staffing high-level category. The narrative should be straightforward and limited to facts, solutions to problems, and plans of proposed action:**

### *Experts powering business*

Randstad is a consortium of staffing companies focusing on specialized segments of the labor force across industries. A partnership with Randstad offers a streamlined service solution for temporary, temporary-to-hire and permanent placement services in practically every discipline (including specialty and niche).

From our earliest days in the industry, Randstad has provided general, technical and professional staffing services to clients of all sizes both in the public and private sectors. With a focus on both general and niche segments of the labor force, Randstad offers clients the unrivaled ability to source and manage talent across a wide range of industries.

Also, as part of the second largest HR services provider in the world, we are at the forefront of Human Resources and staffing trends. Randstad is proud of our ability to provide clients with unique insight into specific market conditions and to share specific intelligence. As a member of such organizations as the American Staffing Association (ASA), Society for Human Resource Management (SHRM) and others, Randstad is a pre-eminent leader in the HR solutions industry. In addition, Randstad is also a member of the National Association of State Boards of Accountancy, and we are registered to offer CPE credits ([www.nasba.org](http://www.nasba.org)). Throughout the year, we present complimentary professional development seminars in our various locations, offering a way for our clients to stay current and make valuable contacts at the same time.

Following are the State of Arizona's skill categories that Randstad is proposing to continue servicing:

Temporary staff category	Randstad capability
3.1.1 Accounting	<input checked="" type="checkbox"/>
3.1.2 Administrative	<input checked="" type="checkbox"/>
3.1.3 Call Center	<input checked="" type="checkbox"/>
3.1.4 Data Entry	<input checked="" type="checkbox"/>
3.1.5 Education	<input checked="" type="checkbox"/>
3.1.6 Insurance	<input checked="" type="checkbox"/>
3.1.7 Legal	<input checked="" type="checkbox"/>
3.1.8 Light Industrial	<input checked="" type="checkbox"/>
3.1.9 Marketing	<input checked="" type="checkbox"/>
3.1.10 Medical/Healthcare	<input checked="" type="checkbox"/>
3.1.11 Special expertise	<input checked="" type="checkbox"/>



**Proposed action**

As an incumbent supplier to State of Arizona agencies for over two decades, Randstad has developed specialized systems and processes to address the total scope of work relating to staff augmentation services. Following is an executive summary of our action items in the performance of our service agreement with the State of Arizona:

Action item	See page(s)
Providing single point of contact for dedicated account management	22
Attracting and recruiting top talent	11, 15-16
Qualifying talent for positions at State of Arizona agencies	24, 13-14
Conducting State of Arizona-specific background and drug screening processes	14
Matching talent to specific positions at State of Arizona agencies	15
On-boarding and orientating talent to ensure readiness for the assignment	6-7, 9-10
Conducting assignment follow-up to ensure our talent are performing up to the State of Arizona's expectations and observing all rules, regulations and policies	18-19
Providing management reporting in accordance with the State of Arizona's requirements	19, Exhibit B
Meeting the State of Arizona's invoicing requirements	See below
Conducting routine quality processes and quarterly business reviews	19, Exhibit B
Ensuring compliance with all State of Arizona contractual terms and conditions	24

**\*Invoice process**

Randstad provides weekly client invoices, with a billing cycle from Monday to Sunday. A standard invoice format is provided that will match the signed time record for each employee. Customized formats are also designed to meet State of Arizona-specific criteria.

**eBilling**

To provide additional convenience to our clients, Randstad offers electronic billing. Each Friday, an electronic notice is sent to the client, announcing that their invoices are ready for viewing. The State of Arizona can access the web site and view their invoices and other account information such as outstanding balance, payments, etc. Invoices can be printed or emailed to anyone within the client organization. The State of Arizona can benefit from eBilling through the ability to:

- Receive invoices more quickly via e-mail
- Review invoices, timesheets, and monthly statements online, anytime
- Route an invoice to other e-mail addresses
- Download a specific invoice or range of invoices into spreadsheet format

### ***Challenge resolution process***

Although every dispute situation is unique, one constant is that client needs take precedence when resolving a dispute. We approach the situation by designating a team to gather the facts and circumstances surrounding the dispute. Should a challenge arise, the team will collaborate with the specific State of Arizona agency toward a resolution. This includes:

- Formally documenting the complaint
- Investigating the challenge through an open dialogue
- Establishing a mutually agreed upon corrective action
- Setting a timeline for remediation
- Diligent follow-up to ensure the State of Arizona's satisfaction

Should the challenge need to be escalated, Randstad will follow the standard resolution process outlined below. To ensure risk mitigation, Randstad will keep the lines of employment very clear through our challenge resolution and escalation processes.

### **Escalation matrix**

Operating with a decentralized management strategy, Randstad responds to client challenges immediately. This strategy allows for challenge resolution at the local level and empowers the field with the authority to make reasonable decisions. Should the State of Arizona require challenge resolution for any reason, Travis Laird, your Single Point-of-Contact, is empowered as the initial authority in a vertical escalation matrix. The following is an overview of the Randstad challenge resolution process:

1. Staffing Consultants in the branch are notified of a challenge and immediately investigate. Once the issue is clearly understood, the appropriate steps are taken toward resolution or, if necessary, Travis would be engaged for further assistance.
2. The Single Point-of-Contact (Travis) can assist in resolving problems associated with the Randstad program/staff, any service level commitment deficiencies and virtually all program related matters. If unresolved, the issue may be escalated to the Executive Sponsors.
3. The Executive Sponsors can provide important executive sponsorship in the event that a State of Arizona need must be addressed at a higher level. If, for example, it is determined that a fundamental change must be made to the way in which the State of Arizona is serviced, the Executive Sponsors will play a key role in implementing these changes.
4. The President of Randstad (Linda Galipeau) can be called upon to assist in challenge resolution at the highest level.

**Job Titles/Job Descriptions: Offeror shall use Attachment III to submit Job Title(s) and corresponding job description(s) that may fall under each high-level category.**

- ***It is expected that when defining a lower job title and job description, it is assumed that the next higher level, a mid-level position per se, will entail the same qualifications as an entry level plus those mid-level qualifications. Therefore, for the next higher level job title, only the job description qualifications that delineate the higher level position(s) from the lower position shall be explained for that higher position job title.***

Please see our job descriptions submitted in Attachment III, which is provided as a separate Microsoft Word document.

**C. Understanding of Offer:**

- a. Offeror's response is complete and demonstrates their ability to provide the services specified in the Scope of Work.

***World's 2<sup>nd</sup> largest employment solutions provider***

As the world's 2<sup>nd</sup> largest employment solutions provider, Randstad is well positioned to meet the State of Arizona's staffing needs. Our rankings in the United States are further evidence of the strength and resources we offer to the State of Arizona:

- # 1 in Office and Administrative staffing
- # 2 in Finance and Accounting staffing
- # 2 in IT staffing
- # 5 in Industrial staffing
- # 1 in Recruitment Process Outsourcing (RPO)
- # 2 in Direct hire services
- # 3 in Temporary staffing services

***Footprint throughout Arizona***

Randstad has been servicing the Arizona market since 1960 (through former legacy brands until 1999). Highlights of our presence in Arizona:

- 9 branch offices located in:
  - Phoenix (4)
  - Tempe (2)
  - Tucson (1)
  - Scottsdale (2)
- 4 on-site management programs with Arizona clients
- 1,419 talent on assignment weekly
- Supporting over 480 Arizona clients
- Local database of over 30,000 qualified candidates

***History of successful service to the State of Arizona***

Randstad has serviced the State of Arizona as one of the primary staffing suppliers for the past 25 years, providing talent to a wide variety of state entities throughout the greater Phoenix area including: the Department of Economic Security, the Department of Transportation - Motor Vehicle Division, the Attorney General's Office, the Secretary of State, City of Phoenix Aviation, ASU, Pima Community College, Department of Revenue, Department of Administration, Department of Veteran Services, Department of Health Services, Department of Education, Office of the Attorney General, City of Chandler, Arizona Medical Board and Arizona State University, among others. For a complete listing, please see **Exhibit A**.

Currently, we have over 331 temporary employees working at various State and City departments with a full range of skills from Clerical and Light Industrial to Finance and Accounting. Periodically, the State of Arizona also relies on Randstad for additional support to cover special projects such as the State Elections. Following is a testimonial from one of our contacts at the State of Arizona:

*"Marissa and her team at Randstad have consistently provided my work units with the highest quality temporary staff. My work units have utilized Randstad over and over again due to the quality of staff they are able to provide. We have been very fortunate with the quality of staff that Randstad has provided to us in that we have actually been able to hire on many of the Randstad staff into permanent positions from using their services. Marissa and her team are prepared and always provide the highest*

*quality of customer service to us. They make it a pleasure to do business with them as they are professional, thorough, reliable and very responsive to all of our temporary staff needs.*

April Maggio  
 Centralized Records Coordination Unit (CRCU) Manager  
 Division of Children, Youth & Families

**Expertise In servicing the government sector**

Randstad provides an array of talent to government entities throughout the United States. Our understanding of the unique needs of government clients of all sizes has contributed to the development of programs that assist in meeting productivity goals while addressing any budget considerations. In addition to the State of Arizona and all its entities, Randstad has provided services to the following government agencies across the U.S.:

**County**

- Alameda, CA
- Arapahoe, CO
- Allegheny, PA
- Benton, OR
- Fresno, CA
- Hennepin, MN
- Hillsborough Area Regional Transit Authority
- Miami-Dade, FL
- Napa, CA
- Orange, CA
- Pinellas, FL
- Sacramento, CA
- San Bernardino, CA

**Local/Municipal**

- Alexandria City Public Schools
- City of Alexandria
- City of Petersburg
- Atlanta Public Schools
- City of Charlotte
- City of Detroit
- City of Philadelphia
- City of Raleigh
- City of Santa Ana
- City of Tucson
- Local Area Formation Commission (LAFCO)
- Texas Workforce Commission

**State**

- Commonwealth of Massachusetts
- State of Arizona
- State of California
- State of Florida
- State of Georgia
- State of Maine
- State of Michigan
- State of New Hampshire
- State of North Carolina
- State of Ohio
- State of Rhode Island
- State of South Carolina
- State of Texas
- State of Vermont
- State of Wisconsin
- Virginia Dept. of Transportation
- Virginia IT Agency

**Federal**

- Department of Education/State
- Department of Defense
- Department of Housing and Urban Development
- Department of Treasury/Transportation
- National Defense University

**Scope of services**

Randstad has reviewed the State of Arizona's Scope of Services, as outlined in your RFP, and has addressed our ability to satisfy this scope, as presented below:

3. Scope of Services	Randstad response
3.1 Temporary staffing categories	Randstad is proposing to meet the State of Arizona's temporary staffing needs in the following categories:

	<p>3.1.1 - Accounting          3.1.2 - Administrative/Clerical          3.1.3 - Call Center          3.1.4 - Data Entry          3.1.6 - Insurance          3.1.7 - Legal          3.1.8 - Light Industrial          3.1.9 - Marketing          3.1.10 - Medical/Healthcare          3.1.11 - Special expertise</p>
3.2 Location of work	As an incumbent supplier, Randstad is familiar with the locations in which the work is to be performed and is well positioned to provide the same, or enhanced, level of service.
3.3 Hours of work	Randstad understands and will continue to support the requesting agency's business schedule, and also observes all federal state wage and hour laws regarding overtime. All overtime hours will continue to require Hiring Supervisor approval.
3.4 Supervision	Randstad understands that our talent will be supervised by the State of Arizona agency manager, who will have direct control over the performance of daily activities. Our orientation process will ensure our talent understand and follow all applicable work policies, procedures and standards at all times.
<b>4 Scope of Services</b>	<b>Randstad response</b>
4.1 General requirements	Randstad understands and will continue to comply with all general requirements (4.1.1 - 4.1.9).
4.2 Special requirements	Randstad will continue to provide invoices to the applicable State of Arizona agency that reflect the required components. We will also continue to observe the State of Arizona's Confidentiality/ Non-disclosure requirements.
4.3 Service level requirements	Randstad will replace any talent who does not meet expectations, or whose conduct is considered to be detrimental to the program, within two business days at no additional charge, as outlined in this Non-performance clause.
4.4 Reporting requirements	Randstad will continue to meet the State of Arizona's requirements in this area by providing timesheets and quarterly reports. Please see <b>Exhibit B</b> for a sample of the quarterly report currently provided to the State of Arizona.

**b. Offer shall provide its policies and training procedures its personnel received prior to their work assignments.**

Effectively orienting new talent to Randstad and to their assignment is critical in building a successful and productive workforce. The time invested in preparing talent for their first days and weeks on the job greatly impacts retention and productivity. This procedure will:

- Provide a vehicle to help talent to assimilate into the workplace
- Establish a format to communicate the critical information and tools talent will need to be successful

- Ensure consistency in message regarding the scope of the responsibilities and expectations of the position
- Inform talent regarding the overall function of the company/department to which they will be contributing
- Identify the specific contribution talent will be making to the company/department through the successful fulfillment of the requirements of the temporary position
- Begin the first step in an ongoing process to keep talent connected to Randstad

### ***Randstad orientation***

Randstad provides a standard Randstad guidebook to all external talent as part of their new hire orientation. It focuses on the basic information talent need to understand about Randstad - history, culture, compensation, benefits, policies and procedures relating to the Randstad-talent relationship. The guidebook is written in a warm, conversational manner to help welcome talent into the Randstad family. It is their resource for important employment information, including guidelines for success, benefits, policies, how to contact us and much more.

### ***Client-specific orientation***

Randstad also conducts a client-specific orientation to help talent assimilate smoothly into a client's environment. It covers the function of the client company, the layout of the workplace, how talent will contribute to the company's overall objectives, individual job responsibilities, expectations and performance goals. Please refer to our response to section D. Workplace Preparedness for additional details.

### **c. How is the skill level of personnel determined?**

#### ***Position-specific skills assessments***

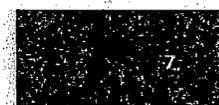
Randstad is focused on making the best match in terms of competency, character and company. Our talent qualifying process is specifically designed to develop a comprehensive profile of both hard and soft skills.

For **Office/Administrative** positions, we provide testing in multiple computer environments, such as Windows, Macintosh, DOS Applications, Networks and Operating Systems. Each Randstad talent is then rated on a scale of one to one hundred on their skills. The ratings are then entered into our proprietary database, allowing us to quickly identify those candidates with the right combination of skills. Administrative assessments include, but are not limited to, the following:

- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Microsoft Outlook
- Microsoft Visio
- Coding
- Customer service
- Filing/data entry test
- Letter set-up
- Word processing
- Math
- Office Manager skills
- Reading comprehension/proofreading
- Receptionist/secretarial skills
- Shorthand - business
- Telemarketing skills
- Telephone skills
- Typing test and 10-key test
- Transcription
- Vocabulary/grammar/spelling

Our **Call Center and Data Entry** assessments evaluate the following:

- Audio data entry



- Coding
- Data analysis
- Sales/sales scenarios
- Service
- Telephone skills (inbound, outbound and etiquette)
- Listening skills
- Customer service scenarios
- Diction/proper enunciation
- Call Center sales scenarios
- Data Entry:
  - Checks
  - Decimals
  - Sales leads
  - Orders

#### **Prove It! partnership**

To further assess candidate skill sets, Randstad has partnered with Prove It!. This partnership allows Randstad to analyze the range and depth of each candidate's abilities, ensuring an accurate, non-subjective skill profile. Thorough and documented skills assessments provide concrete proof that talent can perform all the tasks at the speed required. Further, because Prove It! is designed to isolate specific tasks within each software application, Randstad is able to customize a testing series based on the skills that are most important to the State of Arizona. Prove It! features over 900 validated assessments, including skills and behavioral assessments for Technical, Software, Clinical, Financial, Legal, Clerical, Call Center, Industrial and more. A detailed overview of standard Prove It! assessments can be found at [www.proveit.com](http://www.proveit.com).

#### **Light Industrial skills evaluations**

Following is a sample listing of the most common Industrial skills evaluations we administer to our candidates. Additional State of Arizona Agency-specific testing can be incorporated into our screening process to ensure the best fit for the position.

##### **Light Industrial basics**

- English fluency
- Reading comprehension
- Basic math skills
- Count and stack
- Assembly
- Manual dexterity
- Inspection
- Language skills
- Math and reasoning
- Pick and pack
- Ruler - English units
- Ruler - Metric units
- Safe workplace practices
- Shipping and receiving
- Shop math
- Units and conversion

##### **Industrial skills**

- Automotive standard
- Construction standard
- Industrial math
- Machine standard

##### **Industrial safety**

- Forklift fundamentals
- Fire/personnel
- HAZMAT
- Warehouse/vehicles

#### **Finance and Accounting/Professional skills evaluations**

In addition to Prove It! (as described above), skills are assessed by the following:

**PreVisor partnership**

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

**Proprietary assessments**

Randstad's approach will be to collaborate with State of Arizona agencies to establish precise standards for its employees in terms of cognitive abilities, personal competence, social competence and motor skills. Once established, Randstad will use these guidelines to establish customized pre-screening and assessment practices.

**d. Are assessment tests given to hired personnel?**

Yes. Randstad can administer skills assessments to candidates for both temporary and permanent positions.

**D. Workplace Preparedness: Describe the process Offeror uses to ensure the workplace readiness of temporary staff personnel, quality and timeliness of communication with the Customer.**

Studies show that an investment in a thorough on-boarding process can result in accelerated learning rates, higher productivity and retention - factors all employers desire. Our focus will continue to be on seamlessly integrating talent into State of Arizona agencies' culture and equipping them with the information, guidance and support to become independently productive as soon as possible. The Randstad Account Team will develop a customized program (with supporting documentation) inclusive of a comprehensive on-boarding and training process for all new hires.

***Customized talent guidebook***

Randstad can produce a talent guidebook customized to the State of Arizona, and will include information about the work environment, the work required, all relevant company policies and procedures, performance expectations and standards. The orientation serves to:

- Reinforce a new employee's decision to join Randstad by building on the expectations set during the hiring process
- Accelerate the assimilation of new employees by providing a realistic preview of the account - the culture, the work, policies and procedures and what success looks like
- Provide new employees with the appropriate information, tools and support needed to be successful

Following is an overview of the talent guidebook contents (which can be further customized to the State of Arizona) that will be provided to all Randstad talent prior to their assignment:

- |  |  |
|--|--|
| • Summary information about the State of Arizona   | • Assignment of work schedule  |
| • Overview of key State of Arizona workplace policies (including attendance and punctuality) | • Workplace policies (e.g., no smoking, eating, drinking in work area) |
| • Name of department and supervisor  | • Lunch and break schedules  |
| • Assignment information, including function of the company and/or department                | • Parking in assigned locations  |
|  | • Performance goals and quality expectations                           |
|  | • Criminal/credit check policies                                       |



- Security processes (e.g., signing in and presenting positive identification upon reporting for duty)
- Appropriate attire/dress code policy
- Hourly pay rate
- Code of conduct
  - Interacting cordially with State of Arizona agency personnel
  - Responding professionally to supervisory personnel
- Instructions for emergencies
- Personal protective equipment required
- Time clock procedures
- Electronic communications policy
- Randstad on-site location and hours
- Review of EEO and ADA guidelines
- In case of injury instructions
- Explanation of benefits
- Any applicable State of Arizona literature

### ***Safety orientation***

Randstad is committed to instructing the talent whose work it controls or indirectly supervises in safe and healthful work practices. As an inherent component of our on-boarding process at all State of Arizona agencies, Randstad will continue to provide training to all talent with regard to general safety procedures, evacuation procedures, proper lifting techniques and any hazards or safety procedures specific to the job assignment and work environment. Randstad will comply with all existing safety programs currently in process at State of Arizona agencies, as well as implement additional initiatives focused on enhancing those programs. Initiatives may include, but are not limited to, the following:

- Site surveys and safety equipment checks
- Safety awards and incentive programs (e.g., luncheons)
- Establish safety committees and on-site evaluations
- On-site safety training and walk around knowledge checks
- Safety seminars/discussions
- OSHA compliance checks
- Safety video and sign-off during orientation

### ***State agency site tour***

The on-boarding process will also include facility tours of State of Arizona agencies to provide talent with an opportunity to observe the performance of job duties and work environment at the facilities.

Please note that upon completion of the orientation, all Randstad talent will be "ready" (according to State of Arizona standards) to start their assignments.

### **E. Communication: Offeror shall describe how the following are addressed**

#### **a. Professional appearance;**

As outlined above, Randstad will provide all talent assigned to positions at State of Arizona agencies with a thorough on-boarding and orientation process, which will include a detailed overview of the proper attire expectations of the specific agency/department in which the talent would be working. Such descriptions would incorporate all aspects of attire, and outline what is both appropriate and inappropriate for the position (e.g., close-toed shoes vs. flip-flops). Photographs of "dos" and "don'ts" may also be employed to provide further illustration. For Industrial positions, an overview of proper safety equipment (e.g., steel-toed boots) will also be covered.

#### **b. Reliability – punctuality, attendance**

As outlined above, Randstad will provide all talent assigned to positions at State of Arizona agencies with a thorough on-boarding and orientation process, which will include a detailed overview of the attendance

and punctuality expectations of the specific agency/department in which the talent would be working. We will reinforce the State of Arizona's attendance policy during this orientation and require talent to sign that the attendance policy has been read and understood. In addition, our talent will be informed of our corrective action plan regarding attendance performance, such as:

- First occurrence - verbal warning
- Second occurrence - written warning
- Any future occurrence will result in dismissal from the assignment

Randstad can also design a recognition program based on specific State of Arizona Agency-established attendance standards.

#### **Absentee talent pool**

Randstad can create a talent pool based on the State of Arizona's specific business needs. The advantage of a flexible absenteeism pool is that it can be engaged when the State experiences increased production volume or excessive internal absenteeism, and likewise, when the scenarios are reversed, the absenteeism pool levels can be reduced or discontinued.

#### **c. Recruitment process**

Our recruiting methods fall into eight basic categories: VIP candidate pool, referrals, proprietary database (9,000,000+ qualified candidates), direct recruits, Randstad's websites, online presence (i.e., networking sites), job boards and traditional advertising. While candidate referrals from our talent, our clients and from the other divisions that make up Randstad are our most successful means of sourcing candidates, our VIP candidate pool is the foundation of our recruiting philosophy. This large pool of talent has worked exclusively with Randstad for years, affording Randstad a competitive advantage in filling the State of Arizona's requisitions. By placing the same top, reliable, qualified talent who have worked for us before, we are able to ensure quality up front and customer satisfaction in the end. It is only after first going to this VIP pool that Randstad will go to other sources to find a match for our clients.

Randstad will also utilize select local resources that will be specific to each State of Arizona Agency location. After identifying the staffing needs at each location, local Staffing Consultants will design an area-specific recruiting plan and tap into targeted organizations that best match our recruiting needs. This includes local colleges, universities and technical schools, local chambers of commerce or business groups, local publications, job fairs, YMCA and other community organizations.

#### **Recruiting strategy**

Implementing a targeted recruiting strategy is fundamental to providing a qualified contingent workforce pool that helps the State of Arizona maintain a sustainable Human Resource advantage. Our recruiting strategy ensures we are:

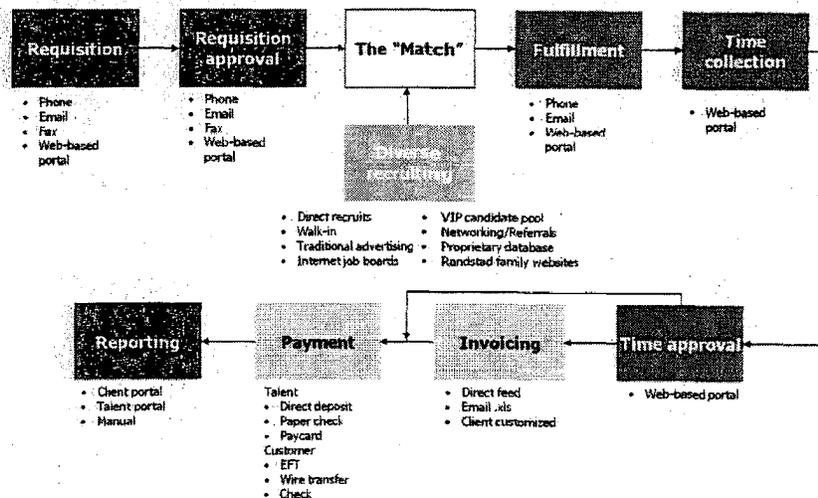
- Proactively prepared to meet the State of Arizona's fluctuating workforce requirements
- Maintaining the right level of continuity and flexibility in the workforce pool at all times
- Following a systematic recruiting blueprint and evaluating the ROI
- Cognizant of the market conditions and adapting our tactical approach accordingly
- Leveraging diverse recruiting mediums

Please see our response to question d. under Temporary Staffing Services for additional details on our recruiting process.

**A. Temporary Staffing Services:**

**a. Provide details on your processes to accept temporary placement requests. This is the typical fulfillment process of temporary staffing beginning with initial request from Customer to actual placement.**

Randstad leverages a combination of proprietary and channel partner technology to provide our clients a fully-integrated, web-based solution that accounts for the full procurement lifecycle. This includes contract management, job order distribution, qualification, acquisition, rate card management, project costing, on-boarding, time tracking, consolidated invoicing, candidate and supplier performance review, separation management, management reporting and tenure tracking.



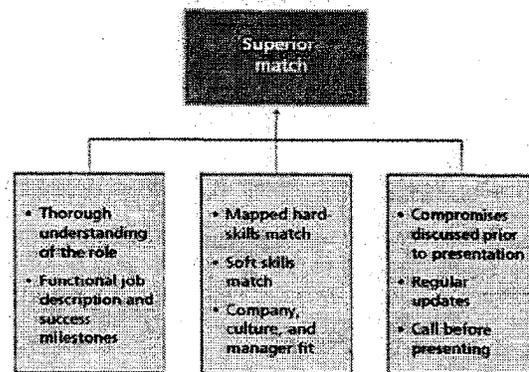
Our dedicated Account Team will manage the procurement process (end-to-end) by receiving requisitions, coordinating submittals, arranging the appropriate interviews and providing challenge resolution as necessary. Below we have provided an overview of our standard workflow process, which will be customized to the State of Arizona's locations:

1. **Requisition submission** - Randstad works closely with the State of Arizona Hiring Managers to define each engagement in detail.
2. **Candidate selection** - Randstad identifies qualified candidate(s) from our preferred candidate pool, referral base or via one of our other diverse recruiting mediums.
3. **Candidate screening** - Randstad conducts phone interview, resume screening, in-person interview and technical testing (if necessary). Randstad then checks professional references.
4. **Candidate submission** - Randstad verifies that the applicant is qualified for the job order. Candidate qualifications are submitted to the State of Arizona for review.
5. **Interview preparation (as applicable to the position)** - Randstad requests an interview and informs the candidate of logistical information, contact name, job description and the State of Arizona specifics.
6. **Interview and feedback** - Interview takes place and the State's feedback (if appropriate) is immediately obtained. Randstad and/or the State of Arizona accepts candidate or Randstad continues identifying qualified candidates.
7. **Offer/site tour (when appropriate)** - Upon selection, employee visits site for sign-up. All paperwork is completed, talent expectations and client policies are reviewed, and any necessary background/drug screens are facilitated.

8. **On-boarding** - Talent undergo a comprehensive on-boarding process prior to start to ensure they are "ready" according to State of Arizona standards.
9. **Follow-up** - After the first week, Randstad verifies the State of Arizona's satisfaction. Randstad conducts maintenance calls with talent.
10. **Continued communication** - Periodic check-in schedule is established with talent and the State of Arizona's Hiring Manager(s).
  - b. **Describe your methods used to initially screen assignment employees.**

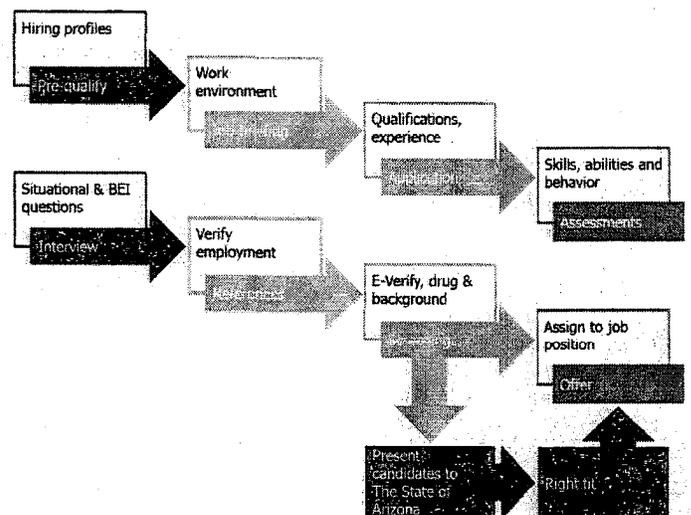
"Making the match" is what we do at Randstad, and we aim for a superior match each and every time we place talent on assignment with the State of Arizona. Randstad develops a thorough candidate profile that forms the basis of our search activity. When suitable candidates have been identified, they undergo a rigorous screening process that includes:

- A thorough assessment of prior work history and education
- A blended interview, including both traditional and behavioral event questions
- Professionally developed and legally-validated skills assessments
- A minimum of two positive, professional references that will assess:
  - Nature of association with applicant, including relationship and dates of employment
  - Work-related responsibilities
  - Evaluation of technical performance
  - Communication/presentation/interpersonal skills
  - Reliability/punctuality/ability to meet deadlines
  - Reason(s) for leaving
  - Eligibility for rehire
- Validate authorization to work in the U.S. through a combination of I-9 forms, valid forms of identification (license, Social Security number, passport, visa, birth certificate, etc.) and E-Verify
- Appropriate background and/or drug screening, based on the State of Arizona's requirements



### Talent qualification

Our reputation is built on the fact that we consistently identify qualified candidates. Our Staffing Consultants interview each potential candidate prior to referral to any of our clients. This is a key step in evaluating the candidate's abilities and business acumen, as well as professionalism and interpersonal skills. As part of the inhouse interview process, each applicant fills out a comprehensive skills questionnaire and provides a minimum of two professional references. We use this information to better understand the individual's experience, skill level and work ethic, so that we place the candidate in the job best suited to his or her background. Upon request, Randstad conducts further customized skills assessments through channel e-partners.



### **Skills assessments**

Randstad is committed to providing the most qualified candidates. As outlined earlier in our RFP response, in addition to our stringent screening process, Randstad's approach will be to collaborate with the State of Arizona to establish precise standards for its employees in terms of cognitive abilities, personal competence, social competence and professional skills. One defining difference between a good candidate and a great candidate is their ability to tackle the challenges of each job assignment with ease and confidence. Randstad's tests will not only measure a candidate's skill proficiency, but also aptitude and motivation. We understand that each State of Arizona agency's requirements are unique, therefore, in addition to our proprietary assessments, additional State of Arizona agency-specific skills testing can be administered, at your request.

### **Validating authorization to work**

An inherent component of Randstad's screening process is validating talent authorization to work in the U.S. This evaluation is conducted through a combination of I-9 forms, valid forms of identification (license, Social Security number, passport, visa, birth certificate, etc.) and E-Verify\*. In the event we are unable to validate work authorization, Randstad will not allow talent to begin the assignment until authorization is cleared.

#### **\*E-Verify**

In addition to the manual collection of I-9 forms and valid identification, Randstad has implemented online I-9 processing as an alternative to the traditional paper process. In 2007, Randstad began participating in the Federal Government's E-Verify program, which is the electronic employment eligibility verification system administered by the U.S. Department of Homeland Security in conjunction with the U.S. Social Security Administration. The program aims to determine employment eligibility of new hires and confirm the validity of their Social Security numbers.

To ensure full compliance with the various federal and state regulations requiring E-Verify participation, Randstad has partnered with a certified E-Verify designated agent, MAXIMUS. Our partnership with MAXIMUS mitigates risk exposure for our clients by ensuring they are fully compliant in the wake of changing regulations, intensified immigration audits and expanding E-Verify requirements for state and private businesses. In addition, MAXIMUS provides real-time I-9 tracking and reporting, which allows Randstad to track the work authorization status of all employees and receive automated reminders for re-verification.

### **Background and drug screening**

Randstad will continue to work with the State of Arizona to establish business rules and customize a background/reference check process that meets your requirements. Below, we have provided an overview of Randstad's standard background screening and reference checking methodologies.

Randstad conducts background and drug testing in accordance with client specifications. We have developed partnerships with several national organizations qualified to conduct background investigations and drug screenings for our clients. These companies have the resources to perform a variety of background and reference checks, including:

- Social Security verification
- Criminal records check (state, multi-state, federal)
- Motor vehicle report, if applicable
- Civil records check
- Credit reports
- Drug screening (5 or 10-panel)
- Further customized background checks

**Candidate selection**

Upon completion of this process, the Account Manager will establish a comprehensive composite of the candidate, including factors such as motivation, work ethic, ability to work in a team, service orientation, problem-solving capabilities and turnover likelihood. It is only after a candidate has been fully vetted using this approach that he or she will be selected for the position and presented to the Hiring Manager or placed on assignment. The result is a superior quality of hire and a substantial cost savings as a result of reduced turnover and improved productivity from day one.

**c. What is your success ratio in placing assignment employees?**

In 2012, Randstad successfully placed more than 500,000 professionals across North America (4 million worldwide), including many for long-term assignments of 12 months or more. To further evidence our success, we offer the following statistics:

- Three out of four clients say that our competitive advantage is candidate quality
- Randstad's assignment fulfillment rate is 95%
- Randstad maintains a client interview:placement ratio of 2.25:1 (blended across disciplines)
- 96% of clients polled indicate they would hire another temporary through Randstad

**d. What are your sources of obtaining assignment employees?**

**Diverse recruiting mediums**

Randstad utilizes several recruiting methods to source talent: proprietary database, web-based recruitment portal, VIP candidate pool (previously placed, high-quality talent looking for permanent positions), referrals, direct recruits, Randstad's websites, online presence (i.e., networking sites), job boards and traditional advertising.

• **Proprietary database (on-demand recruiting):**

Randstad leverages our proprietary candidate database of more than 9,000,000 qualified talent. Our system is structured to allow for the vertical sourcing of candidates appealing to our target markets, and may be queried based on any number of criteria including skill set, experience, certifications and location.

- **Randstad's online presence:** Randstad has expanded its online presence utilizing today's most popular networking sites to keep our talent and internal employees connected. Through networking sites such as LinkedIn, Facebook and Twitter, our internal and external employees can keep up-to-date with Randstad news, browse our jobs and collaborate with each other.

- **Local recruiting sources:** Having serviced clients and talent throughout Arizona for over two decades, Randstad has established a strong recruiting network of local resources that includes:
  - Educational institutions and trade schools
  - Power networking events/industry-specific networking events
  - Job fairs
  - Philanthropy events with community organizations such as YMCA
  - Local publications



- Client company lay-off and reduction in force partnership events
- **Traditional resourcing tools:**
  - Talent and client referrals
  - Job boards: general and skill-specific
  - Open house hosting
- **Mobile recruiting:** With mobile device usage on the rise, recruiting talent on-the-go via mobile recruiting applications is on the upswing in today's staffing market. Market research has revealed that more and more job seekers are browsing for jobs on their mobile devices. From an employer's perspective, employing a mobile application offers an instant, personal alternative to traditional recruiting.
- **Centralized recruiting teams:** Randstad maintains strategically located recruiting hubs that house Sourcing Specialists available to supplement local recruiting efforts.
- **www.randstadstaffing.com:** Randstad's proprietary website allows us to promote local job opportunities and provide online applications for immediate candidacy.

**e. What is the turnover rate of your assignment employees?**

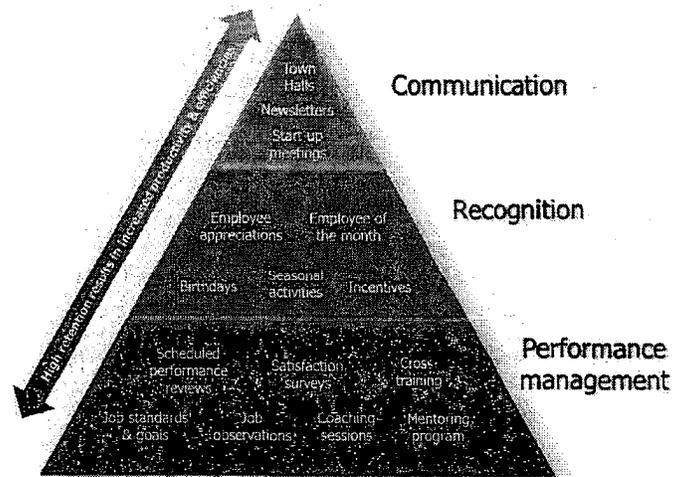
**Talent turnover**

Given the nature of our business as a staff augmentation firm, ultimately we will experience 100% turnover. For this reason, we have defined turnover as a temporary leaving an assignment prior to completion based on performance or personal issues. Randstad's external employee turnover varies by discipline and for the past three years has averaged the following - Clerical: 6%; Light Industrial: 9%; and Technical and Professional: 5% (including Accounting and Finance, Human Resources, Legal, Engineering, etc.).

**Talent retention programs**

Randstad has designed a robust retention program in recognition of the value our talent bring to both our clients and our organization.

We believe retention first begins with making the right match, ensuring that not only the State of Arizona's workforce requirements are met, but that each assignment offers our talent the ability to enhance their career. This includes equitable compensation for the work they perform, a comprehensive benefits package and professional treatment throughout the interview, selection and on-boarding process. We also demonstrate the value we hold in our talent through helping them understand the significance of their work, the results of their contribution and by offering them fair, candid feedback on their performance.



Additionally, Randstad fosters a feeling of security with our talent, and we achieve this by offering repeat assignments to those who perform well, along with access to career counseling and our own online education program, Randstad University. We consistently demonstrate our appreciation of our talent via continuous communication and a wide variety of incentives, recognition programs and through wage increases and/or bonuses where appropriate.

Lastly, we create trust with our talent by building strong relationships with them and providing them access to the wide breadth of benefits available to members of the Randstad family.

### **Talent benefits**

Our comprehensive retention program not only benefits our talent, it benefits the State of Arizona by reducing turnover, and providing a stable contingent workforce that contributes to the ongoing productivity and continuity of your business. For your review, we have included an overview of Randstad's contingent worker benefits and retention programs below. This includes:

- Access to:
  - Healthcare (medical, dental and vision)
  - Holiday pay
  - Disability benefits
  - Flexible dependent care
  - Supplemental insurance programs
  - 401k
- Recognition and appreciation programs
- Discounts and services (e.g., mobile services)
- Direct deposit/pay card
- Learning benefits (access to discounted and free training)
- Employee assistance programs

#### **f. What type of training is provided to your assignment employees?**

In addition to the on-boarding and orientation processes described earlier in this response, Randstad also offers our talent skills training opportunities to improve their marketability with our clients:

#### ***Training for excellence - Randstad University***

Randstad has built a world-class, award-winning corporate university to provide training and development opportunities to internal, external and client talent. External talent and clients can take advantage of curriculum that will enable them to enrich their skills and competencies. Significantly discounted training services are provided through relationships with nationally recognized training vendors and eLearning content providers. Unlike most "universities," Randstad University is not a physical building or series of classrooms. Instead, Randstad clients and talent access web-based courses. Randstad's aim is to provide learning on an anytime-anywhere basis that supports key job functions and performance goals, and enhances both professional and career development. Randstad University provides external talent and clients with customized individual learning centers that track course progress and learning history. Another benefit of web-based training is there are no scheduling hassles or loss of productivity associated with taking time out of the office. Randstad University offers high-quality, self-paced training to help talent achieve their goals anytime, anywhere through affordable unlimited access to hundreds of online courses, ranging from customer service and desktop computing skills to technical skills. Randstad University provides economical and convenient training to clients and talent in:

- Office: Just-in-time web-based training for business skills and desktop applications, such as Microsoft Office applications and writing and grammar skills.
- Industrial: Web-based Industrial and safety courses based on OSHA requirements.
- Professional: Business skills courses that help Managers and Supervisors coach and develop their teams, such as coaching series, managerial leadership series and project management essentials.

- **Technical:** Computer Programmers, MCSE and many other Technical professionals can benefit from hundreds of technical web-based courses to cover web development, data warehousing, network design and more.

### ***Safety training***

Our policy is that all talent, both external and internal, be provided a safe work environment. The ultimate goal is that no employee suffers injury while at work. To meet this goal, we implemented an aggressive program combining employee education, site inspection and follow-up to identify hazards and correct them before injuries occur. An overview includes:

- Randstad's Injury and Illness Prevention Program (complies with Federal and State OSHA regulations)
- Talent safety training and orientation checklist
- Communicating with talent and client on safety issues
- Required training
- Safety incentive programs
- Drug-alcohol policy

### ***Inhouse training***

Randstad encourages ongoing learning. When full-time employees need to expand their skills, they can use our inhouse training labs for tutorials in Microsoft Office, and many other software packages.

### ***New Horizons***

Randstad has formed a partnership with best-in-class training provider New Horizons. With offices based in both the U.S. and Canada, New Horizons leverages a unique combination of technical knowledge, educational expertise and understanding of methodologies to provide a dynamic, self-paced learning environment that offers our talent the training they need to succeed on their assignments. Currently, our training programs are available to talent who are placed on assignment with our clients. This program provides every Randstad talent the opportunity to benefit from both free and discounted computer-based training.

### ***Prove It! tutorials***

These self-paced tutorials use interactive, performance-based methods to teach software skills. The tutorials are easy to use and provide talent with the most relevant computer-based training experience available. Upon successful completion of any tutorial, talent are re-evaluated on specific skills to assess their new level of proficiency. The upgraded skill level or new skill category is immediately added to the talent portfolio, qualifying them for a wider variety of opportunities.

### **g. To what extent is customer satisfaction measured and reported and what methods of determining customer satisfaction are used?**

#### ***Performance feedback process***

Randstad's basic client communication and feedback program includes the following five steps:

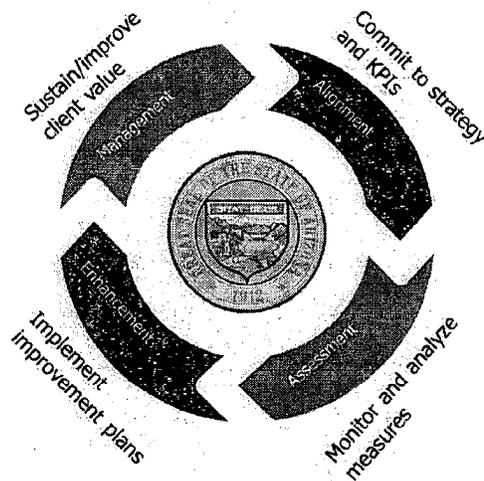
- **Arrival check, end of day check and end of first week check:** Recruiters ask questions such as: How does our talent compare to others who have worked in this position? What issues need to be addressed before next week? Has our talent met your expectations (completed tasks in a specified timeframe, achieving results to your expectations)? Our current process is as follows:
  - On the first day of assignment call within 15 minutes of the talent's scheduled start time to verify arrival

- Call the Hiring Manager within four to eight hours following the talent's arrival to assess their satisfaction and ensure our talent is performing at or above expectation
- For assignments under one week in length we contact the Hiring Manager at the midpoint of the assignment to verify satisfaction with the talent's performance. For assignments longer than one week, we contact the Hiring Manager bi-weekly or according to his/her preference
- Finally, we will contact the State of Arizona's Hiring Manager(s) two to three days prior to assignment end to verify satisfaction
- **Assignment and skills development feedback calls:** These calls are made prior to corresponding follow-up calls to talent. We will contact the State of Arizona Supervisor every two weeks to determine level of ongoing satisfaction with the talent and any needs for skills development
- **Assignment extension checks:** We will contact the State of Arizona's Supervisor(s) at least one week prior to a talent's estimated assignment end date to determine extension possibilities and gauge possible opportunities elsewhere at State of Arizona agencies
- **Quality surveys:** Our surveys derive quantitative and qualitative data that can be used to implement process improvements and ensure Account Team alignment with your business goals and priorities. Client satisfaction surveys are conducted bi-annually and integrated analyses of all survey results are included in our business reviews
- **Performance evaluations:** As a part of our standard talent management process, Randstad conducts routine performance reviews, according to the State of Arizona's specifications. During this time, Randstad meets with the talent and his/her Supervisor to assess performance, job satisfaction and establish future goals and areas of improvement. Further, we can provide both the talent and their Supervisor with a performance evaluation to ensure expectations are met

### ***Continuous improvement process***

The key to achieving our quality goals is in fostering long-term relationships with our clients, suppliers and external employees, and in using their feedback to improve our service. Recognizing that total customer satisfaction is critical to our mission. We monitor our performance, as well as that of our talent, via custom reporting on key performance indicators (KPIs). Randstad will review the metrics to ensure parameters previously defined are being met. The following is an overview of the processes that will be used to measure and track our performance for the State of Arizona:

- Monthly generation of key performance statistics\*
- Regular communication with State of Arizona leadership
- Regular talent performance evaluations
- Quarterly web-based quality surveys (client)
- Continuous improvement initiatives (quarterly business reviews)\*\*
- Regular monitoring of client service level commitments



\*To evaluate performance, Randstad will track the metrics most crucial to the State of Arizona and provide regular monthly reports (including quarterly business reviews). These reports will serve as an invaluable indicator of overall performance and ensure service levels are being met. Upon reviewing the reports, Randstad will take corrective action, if necessary, in any areas that are sub-par to the agreed upon service levels. Our goal is to exceed your expectations in all facets of the program.

\*\* To exceed service level commitments and ensure the State of Arizona's satisfaction, Randstad will leverage a solid, continuous improvement initiative. A series of strategic meetings (tailored to fit the needs of the State of Arizona) will be established to ensure service continuity, adherence to service level

commitments, ongoing communication of program objectives and to identify opportunities for efficiencies. Further, these business reviews will provide us with the opportunity to share ideas and exchange feedback and allow us to accurately measure the level of the State's satisfaction.

**h. Discuss how you will ensure timely payments to your temporary staff.**

Randstad collects time reporting from our talent weekly and ensures all hours worked are approved by an authorized Hiring Manager. Talent are paid weekly based on their weekly time reporting.

**i. Please provide Offeror's standard response times to telephone or voice mail messages from Customer.**

Randstad's commitment is to fill 100% of client requests directly. Because we maintain a deep pool of qualified talent, which is based on a thorough understanding of your needs and usage patterns, Randstad is able to match talent to job assignments quickly. Below are Randstad's response time standards:

- Follow-up with client within 30 minutes of receipt of request
- Clarification of requirements
- Outline of steps to be taken to fill the request
- Timeframe for updates and communication
- Realistic assessment of Randstad's ability to meet requirements

**j. What is the Offeror's standard process and timeframe in reporting to Customer of temporary staff absences and same-day replacement if requested?**

As a long-time incumbent staffing provider, Randstad maintains a State of Arizona-specific talent pool that is available to back-fill positions that may be suddenly vacant due to illness or other circumstances. Typically, Randstad can provide the State of Arizona with a qualified replacement within 2 to 4 hours of being notified of such a vacancy.

## 2. Capacity of offeror

**Offeror's shall describe their organizational capacity to support the State and its Customer under any resultant contract.**

- A. Subcontracting: Offeror's shall describe their Subcontractors used in the provision of the Services. Offeror's shall provide evidence of their training, experience and performance supporting similar Customers. Offeror's shall include Subcontractor Key Personnel as part of Attachment I.**

As a long-time incumbent supplier of employment solutions to the State of Arizona, Randstad has developed the processes and infrastructure necessary to meet your needs, within our core competencies. Our 2011 acquisition of the SFN group of companies (see details in our response to C.a. in this section) further enhances our capacity to meet your flexible workforce demands.

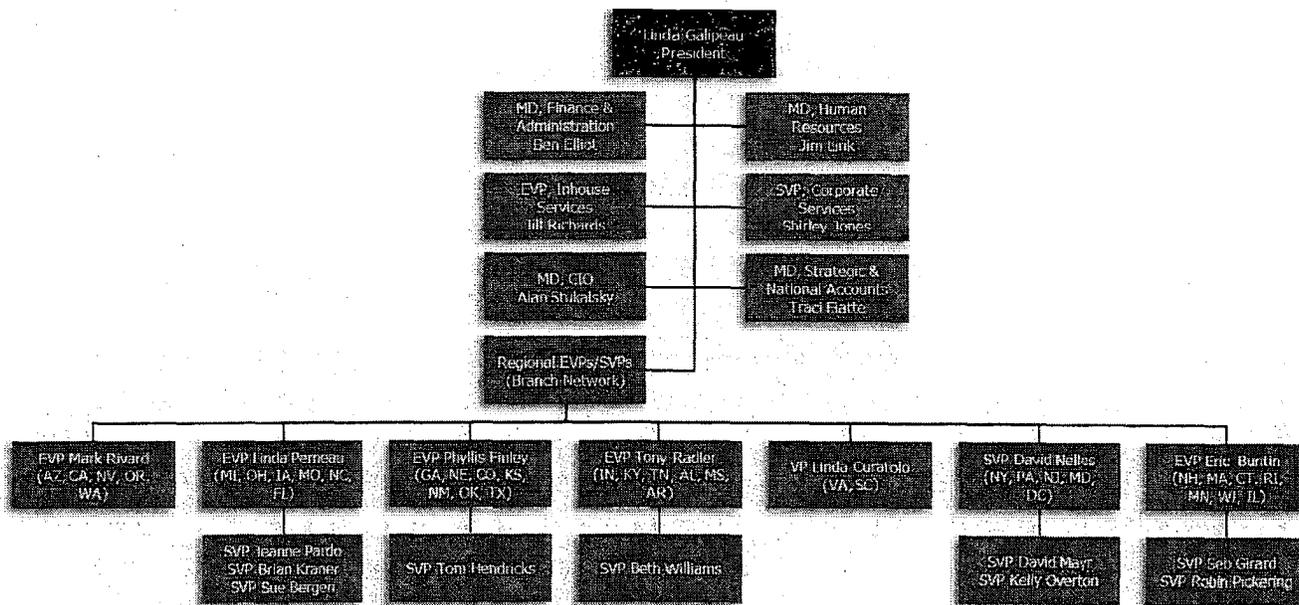
Our ability to meet a large portion of the State of Arizona's needs is further evidenced by the 775 placements we made throughout State of Arizona agencies in 2012. Therefore, Randstad does not anticipate including subcontractor participation as part of our workforce solution to the State of Arizona. We are well positioned to meet your needs directly through our local branch office network (9 branches in Arizona) and our national recruiting resources.

- B. Offeror Organization: Offeror's total organization, management and ownership structure. Include an organizational chart clearly delineating each entity within the organization**

Randstad has built an effective and efficient organizational structure by incorporating decentralized operations to fulfill organizational goals. As illustrated below, Randstad's North American operations are broken into four groups (General Staffing, HR Solutions, Professional and Corporate Operations) each of which is controlled by a President/Executive Vice President.

General Staffing	HR Solutions	Professional
Office & Administrative	Master Service Provider (MSP)	Information Technology
Manufacturing & Logistics	RPO	Engineering
Call Center	Payroll Services	Accounting/Finance
Security	Master Vendor	Human Resources
Insurance	HR Consulting	Legal
Specialties	Outplacement	Healthcare / Life Sciences
Vendor on Premise (VOP)		
Randstad Inhouse Services (RIS)		
Randstad Corporate Services (RCS)		
<b>Corporate Operations</b>		
<b>Tax, Risk, Back Office Systems, Payroll, Benefits, Collections and Learning</b>		

Group Presidents/Vice Presidents are responsible for overseeing operations and promoting growth throughout their verticals. Each region is additionally supported by a combination of Regional Vice Presidents, Area Vice Presidents, Branch Managers and Staffing Consultants on the local level responsible for the day-to-day operations and performance of individual units. Following is a high-level overview of Randstad North America's company organizational structure:



**Randstad's dedicated Account Team for the State of Arizona**

Our account management strategy will be to combine our thorough understanding of the State of Arizona's corporate culture and business environment with a keen understanding of your business objectives (as they relate to the procurement process). Randstad will continue to provide the State of Arizona with a customized service delivery model, routine performance monitoring/reporting and a solid, continuous improvement initiative. This includes leveraging a combination of our local recruiting mediums, as well as a dedicated Point-of-Contact and Operational Support Specialists. Below, we have provided a high-level overview of the Delivery Team that will continue to support the State of Arizona upon contract award.

**Travis Laird**  
Dedicated Single Point-of-Contact



**Dedicated Single Point-of-Contact - Travis Laird**

Continuing to serve as the State of Arizona's Single Point-of-Contact, Travis Laird will leverage his intimate understanding of your business environment and corporate culture and act as the Single Point-of-Contact for all customer service issues. Travis will be responsible for maintaining service continuity, ensuring service commitments and providing challenge resolution across all participating Randstad offices.

Travis Laird  
Regional Vice President, Arizona  
Phoenix: 602-200-3910  
Tempe: 480-763-3320  
Tucson: 520-751-8775  
Mobile: 602-524-7202  
[travis.laird@randstadusa.com](mailto:travis.laird@randstadusa.com)

**Secondary Points-of-Contact**

The following Account Team members will provide day-to-day account management support to ensure service delivery to the State of Arizona.

Marissa Ogden  
Assistant Branch Manager  
Randstad General Staffing  
3800 North Central Avenue  
Phoenix, AZ 85012  
602-200-3910  
[marissa.ogden@randstadusa.com](mailto:marissa.ogden@randstadusa.com)

Kari Kippelman  
Managing Director  
Randstad Finance and Accounting  
2355 E. Camelback Road, #435  
Phoenix, AZ 85016  
602-977-1114  
[kari.kippelman@randstadusa.com](mailto:kari.kippelman@randstadusa.com)

Julie Slade  
Sr. Staffing Consultant  
Randstad Finance and Accounting  
2355 E. Camelback Road, #435  
Phoenix, AZ 85016  
602-977-1114  
[julie.slade@randstadusa.com](mailto:julie.slade@randstadusa.com)

**Dedicated local/regional recruiting**

Randstad will dedicate Recruiters out of our local offices that will lend local market knowledge and experience to the State of Arizona. Our Recruiters have established a thorough understanding of the key technical and non-technical information required for each assignment. By taking the time and interest to ensure that they understand the technical environment of your business units, our Recruiters have become experts in the skill sets utilized by the State of Arizona. In fact, on an ongoing basis, our Recruiters will proactively assess candidates for suitability prior to receiving staffing requests from the State of Arizona.

## **Corporate support**

### **Post-Sales Support Group**

To ensure client satisfaction through all stages of a partnership, Randstad has successfully incorporated a team of specialists dedicated to preventing and resolving invoicing errors and other post-sales concerns for clients (e.g., reporting, risk management). Post-Sales Support Group members oversee a select group of clients, so that any potential challenges can be resolved efficiently.

### **Dedicated operational support**

Our local offices employ an experienced support staff to handle general administrative functions and handle all invoicing challenges. As a preferred client with special invoicing needs, the State of Arizona is assigned a dedicated Invoicing Specialist.

### **Executive sponsorship - Mark Rivard, Avi Khilnani**

Randstad's Executive Sponsors, Mark and Avi, will perform random, internal quality assurance checks and provide accurate feedback to the State of Arizona to ensure service commitments are met. Additionally, they will solicit feedback from the State of Arizona's management as part of a continuous improvement initiative. The Executive Sponsors can also be called upon to assist in challenge resolution at the highest level, as warranted.

### **C. Experience / Background: Disclose education as it relates to providing services, expertise and experience (this shall relate to subcontractors as well) pertaining to the staff that will be providing services in a possible resultant contract.**

Communicating an understanding of client business requirements and corporate culture is an inherent part of our engagement methodology. This is accomplished through a number of mediums. First, we will continue to examine each State of Arizona agencies' business rules, policies and culture. Next, we develop a comprehensive guide\* that highlights program features, policies and rules of engagement and disseminate it across the Randstad Account Team. Subsequently, we communicate program benefits and protocol through a combination of orientations, comprehensive trainings, email campaigns, postings to intranets (if appropriate), conference calls, webinars, program newsletters and front office automation\*\*.

#### ***\*State of Arizona fact sheet***

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

#### ***\*\*Contract compliance module***

Randstad has created a contract management system which allows us to ensure compliance with service agreement obligations with our clients. This module links client-specific contract terms with each order for flexible talent, pre-populating the order with the contractual requirements. Our system automatically hard codes those requirements, ensuring our agents comply with all applicable requirements when filling an order. Therefore, any orders placed by the State of Arizona will not be filled unless the contractual requirements are satisfied.

In addition to the automation feature, our contract management system allows for real time reporting and auditing of exceptions. The National Account Manager and the Randstad Contract Management Team are the only people within the company who are allowed to override the customer requirements. Generally, such overrides must be accompanied by a written confirmation from the client. Each contractual requirement override will be reviewed by the Contract Management Team with the contract owner to ensure contractual compliance at all times.

**State of Arizona-certified Account Team**

Before our Account Team members are given the responsibility of supporting the State of Arizona, they are required to become "certified" in your business model/rules of engagement. This certification process allows our staff to better understand your culture and business environment, which in turn, facilitates a more unified and streamlined service to the State of Arizona.

**Unit structure**

Randstad's staff members are highly trained and qualified professionals. They work in teams of two and focus on providing our clients with effective solutions. Both team members understand the client company and its culture. Because they both identify the solution and handle talent placement, the people who present the best match are also responsible for implementing it.

A unit works together as a team sharing knowledge, data and expertise in their local market. Unit partners collaborate to build successful partnerships with clients and a strong talent database. Because each unit partner is intimately familiar with and committed to their portfolio, clients and talent never experience a gap in service. Therefore, when clients and talent call Randstad, they will always connect with someone who can meet their needs.

**Account Team experience in servicing the State of Arizona**

Randstad's current Account Team possess the following years of experience in servicing the State of Arizona:

Account Team member	Skills discipline focus	# of years supporting the State of Arizona
	<ul style="list-style-type: none"> <li>• Administrative/Clerical</li> <li>• Call Center</li> <li>• Data Entry</li> <li>• Light Industrial</li> <li>• Finance/Accounting</li> <li>• HR</li> <li>• Legal</li> <li>• Insurance</li> <li>• Marketing</li> <li>• Medical/Healthcare (admin support)</li> <li>• Special expertise/Professional</li> </ul>	
Marissa Ogden	<ul style="list-style-type: none"> <li>• Administrative/Clerical</li> <li>• Call Center</li> <li>• Data Entry</li> <li>• Light Industrial</li> <li>• Finance/Accounting</li> <li>• HR</li> <li>• Legal</li> <li>• Insurance</li> <li>• Marketing</li> <li>• Medical/Healthcare (admin support)</li> <li>• Special expertise/Professional</li> </ul>	6
Karl Knechtman	<ul style="list-style-type: none"> <li>• Finance/Accounting</li> <li>• HR</li> <li>• Legal</li> <li>• Special Expertise/Professional</li> </ul>	6

Julie Slade	<ul style="list-style-type: none"> <li>• Finance/Accounting</li> <li>• HR</li> <li>• Legal</li> <li>• Special expertise/Professional</li> </ul>	10
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- a. Provide a brief history of the organization which shall include substantial evidence your company has provided these types of services, include customer names, project details, start/complete dates and description of services provided, issues and description of how issues were resolved.

**Company history**

Founded in 1960, Randstad has been providing customized staffing solutions for over five decades. Randstad has reached many milestones in our journey to become the world's second largest HR solutions firm. For more information on Randstad's history, please visit <http://www.randstad.com/about-us/company-information/history>.

Randstad North America is a wholly owned subsidiary of Randstad Holding nv, the second largest staffing company in the world, posting 2011 revenues of \$22.5 billion. An active participant in both the generalist and specialist sectors of the market, Randstad offers long and short-term employment to approximately 4,000,000 people annually. The supplier of choice for its clients and candidates, Randstad is a consortium of employment services companies focusing on niche segments of the labor force across industry sectors. Specializing in customized employment solutions, Randstad leverages a global network of offices that spans North America, Europe, Australia, Asia, South America and Africa to provide temporary and permanent placement services in virtually every discipline, as well as a portfolio of complementary, employment-related services.

**SFN Group acquisition**

In 2011, Randstad officially merged operations with SFN Group. As a result of this combination, Randstad has doubled its presence in the U.S., reinforced the leading position in Canada and is the third largest HR services provider in North America. This combination provides an unrivaled portfolio of services to clients and candidates. The two companies are a good fit; we are both industry pioneers and joining forces strengthens our geographical coverage and service offering.

**Project experience**

Following is a sample listing of Randstad's non-government clients in Arizona. Reference contact can be arranged by contacting Travis Laird at 602-524-7202. Our government client experience is provided in response to b. below.

<b>APS</b>	
Location	2122 W. Cheryl Dr. Phoenix, AZ 85029
Description of services provided	On-site management of call-center talent
Service history	1998 to present
Annual billings	~ \$2.5 million
Value-added services provided	<ul style="list-style-type: none"> <li>• Custom behavioral event interview</li> <li>• Mock call testing</li> <li>• Monthly talent survey with high-level results provided to management</li> <li>• Quarterly Business Reviews</li> </ul>

<p>Challenge: resolution business case</p>	<p><b>Client situation</b></p> <ul style="list-style-type: none"> <li>• Consistency in filling vacant seats was lacking</li> <li>• Needed improved quality in contact center rep. skills</li> </ul> <p><b>Solution</b></p> <ul style="list-style-type: none"> <li>• Employed a dedicated On-site Manager and two supervisors</li> <li>• Provided the tools and process to smoothly transition 110 employees from previous underperforming vendor</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Achieved smooth transition of 110 employees with 36 new employees added</li> <li>• Maintained a 98% fill rate</li> </ul>
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<p><b>JPMorgan Chase</b></p>	
<p>Location</p>	<p>1805 East Sky Harbor Circle S Phoenix, AZ 85034</p>
<p>Description of services provided</p>	<p>Providing temporary staffing services in the areas of finance &amp; accounting, office/administrative, light industrial, call center, data entry, and additional specialized positions</p>
<p>Service history</p>	<p>2005 to present</p>
<p>Annual billings</p>	<p>~ \$3.5 million</p>
<p>Value-added services provided</p>	<ul style="list-style-type: none"> <li>• Customized talent assessments, interview and orientation</li> <li>• Specialized background checks and screening by request</li> <li>• Specialized invoice and timesheet delivery</li> <li>• Customized time entry methods</li> <li>• High volume workforce ramp-up to support supplier for the Department of Homeland Security</li> </ul>
<p>Challenge: resolution business case</p>	<p><b>Client situation</b></p> <ul style="list-style-type: none"> <li>• Contracted with 5+ vendors for staffing</li> <li>• Turnover rates were over 40%</li> </ul> <p><b>Solution</b></p> <ul style="list-style-type: none"> <li>• Deployed data entry and behavioral event interview process to identify quality processing clerks</li> <li>• Implemented a recognition program for flexible workforce which mirrored the client's</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Reduced turnover by 7% in first three months</li> <li>• Achieved 93.7% retention rate; ultimately reduced attrition by 13%</li> </ul>

<b>Dignity Healthcare (formerly Catholic Healthcare West CHW)</b>	
Location	3035 N. 3rd Ave. Phoenix, AZ 85013
Description of services provided	Provide temporary staffing services in the areas of Accounting, Finance, Payroll and Patient Financial Services.
Service history	Served since 2000
Annual billings	~ \$100,000
Value-added services provided	<ul style="list-style-type: none"> <li>• Conduct background checks and drug screens per client's legal requirements</li> <li>• Complete on-boarding and orientation for all contractors placed on-site</li> <li>• In depth pre-screen process of all candidates customized to customers' requirements</li> </ul>

<b>Freeport McMoran (formerly Phelps Dodge)</b>	
Location	4435 E. Canyon Center Blvd. Phoenix, AZ 85041-8854
Description of services provided	Provide temporary, temp-to-hire and direct hire staffing services in the areas of Accounting and Finance for the corporate office.
Service history	Served since 2011
Annual billings	~ \$350,000
Value-added services provided	<ul style="list-style-type: none"> <li>• Conduct background checks and drug screens per client's legal requirements</li> <li>• Complete on-boarding and orientation for all contractors placed on-site</li> <li>• In depth pre-screen process of all candidates customized to customers' requirements</li> <li>• Complete specialized invoicing to accommodate AP/Billing processes</li> </ul>

- b. Submit a description of services provided to other government entities (within and/or outside of Arizona) requesting a similar scope. Provide extensive details of those services provided as they compare with those described within this Solicitation.**

***Experience supporting the government sector***

Following is a sample listing of Randstad's government sector experience. Reference contact can be arranged by contacting Travis Laird at 602-524-7202.

<b>State of Arizona</b>	
Location	100 N. 15 <sup>th</sup> Avenue, Suite 200 Phoenix, AZ 85007
Description of services provided	Servicing over 120 state agencies providing temporary staffing in the areas of Finance and Accounting, Administrative/Clerical, Light Industrial, Call Center, Data Entry and additional specialized positions
Service history	1970 to present. Randstad's contract has been renewed at each

	extension and RFP process
Annual billings	~ \$5 million
Value-added services provided	<ul style="list-style-type: none"> <li>• Customized talent orientation</li> <li>• Specialized background checks and screening by request</li> <li>• Customized billing formats to include P.O. numbers</li> <li>• Specialized invoice and timesheet delivery</li> <li>• Customized time entry methods</li> <li>• High-volume workforce ramp-up to support elections and tax season</li> </ul>

Following is a testimonial from our main contact at the Arizona Department of Economic Security, Division of Aging and Adult Services:

*I have been working with Randstad for over eight (8) years for assistance with filling our temporary consultant needs here at the Division of Aging and Adult Services (DAAS). Mostly, I have worked with Randstad representative, Marissa Ogden.*

*She is very intuitive when it comes to our needs. She takes the position requirements we supply her with and our needs very seriously. She selects and sends us the most qualified candidates. She assists me in regards to setting up interviews with Randstad talent so we can select the best fit for us here at DAAS. Any questions or concerns we have, she answers for us as quickly as possible, or finds out the answers for us.*

*The candidates from Randstad are of the highest quality. Finally, I appreciate her and all of the representatives of Randstad whom I have had the privilege to work with. I can count on their expertise and assistance very much. I consider Marissa Ogden and Randstad to be totally professional, and am looking forward to continuing the working relationship in the future.*

Dawn Nixon  
 Administrative Assistant II  
 Division of Aging & Adult Services  
 602-542-6641

<b>City of Tucson</b>	
Location	4004 S. Park Blvd., Bldg. 1 Tucson, AZ 85714
Description of services provided	Randstad provides Office/Administrative, Light Industrial and specialized talent to 15 departments within the City
Length of contract	1997 to present. Randstad's contract has been renewed at each extension and RFP process
Annual billings	~ \$850,000
Value-added services provided	<ul style="list-style-type: none"> <li>• Customized talent orientation</li> <li>• Specialized background checks and screening for certain</li> <li>• Customized billing formats to include P.O. numbers</li> <li>• Specialized invoice and timesheet delivery to the City Accounting Department</li> <li>• Customized time entry methods</li> </ul>

<b>City of Petersburg, VA</b>	
Location	137 S. Sycamore Ave. Petersburg, VA 23803
Description of services provided	Randstad provides Office/Administrative and Light Industrial talent

	to 8 departments within the City
Service history	1996 to present. Randstad's contract has been renewed at each extension and RFP process.
Annual billings	~ \$1 million
Value-added services provided	<ul style="list-style-type: none"> <li>• Customized talent orientation</li> <li>• Customized quarterly reporting</li> </ul>

<b>City of Alexandria, VA</b>	
Location	100 N Pitt St, # 301 Alexandria, VA 22304
Description of services provided	We provide both Administrative and Light Industrial talent to this client. We also provide W-2 payrolling services
Service history	2001 to present. Randstad's contract has been renewed at each extension and RFP process.
Annual billings	~ \$1.2 million
Value-added services provided	<ul style="list-style-type: none"> <li>• Specialized and stringent expanded candidate screening</li> <li>• Customized talent on-boarding and orientation (including strict security procedures)</li> <li>• Quarterly business reviews</li> <li>• Permanent placement services</li> <li>• Employment issues consulting (e.g., co-employment)</li> <li>• Customized Hiring Manager guide</li> <li>• Customized invoice format</li> <li>• Living wage reporting</li> </ul>

<b>Pinellas County, FL Government</b>	
Location	400 S. Fort Harrison Ave Clearwater, FL 33755
Description of services provided	We provide both Administrative and Light Industrial talent to this client in multiple sites
Service history	2002 to present. Randstad's contract has been renewed at each extension and RFP process.
Annual billings	~ \$2 million annually
Value-added services provided	<ul style="list-style-type: none"> <li>• On-site management services for Administrative and Light Industrial talent</li> <li>• Specialized screening and on-boarding services</li> <li>• Talent cross-training</li> <li>• High-volume workforce ramp-up to support elections*</li> </ul> <p>County policy does not allow our contact to provide supplier references; however, following is a testimonial from the County:</p> <p>*Pinellas County's Supervisor of Elections office Administrative Support Supervisor, said of Randstad's participation, "We absolutely positively could not have done this without your expertise. You and your staff were amazing." Additionally, Randstad's Pinellas County on-site office's participation was featured in an issue of <i>Staffing Industry</i> magazine.</p>

<b>Matrix Medical Network</b>	
Location	9203 E. Mountain View, #320 Scottsdale, AZ 85258
Description of services provided	Provide temporary, temporary-to-hire and direct hire staffing services in the areas of Accounting and Finance.
Service history	2009 to present
Annual billings	~ \$383,205
Value-added services provided	<ul style="list-style-type: none"> <li>• Perform specialized background checks and drug screens per client's legal requirements</li> <li>• In-depth pre-screen process of all candidates customized to customers' requirements</li> <li>• Complete on-boarding and orientation for all contractors placed on-site</li> </ul>

**D. Legal:** Is Offeror involved in any legal proceedings, lawsuits or governmental regulatory actions taken or pending, and any contractual demands for assurance regarding the provision of similar services?  YES  NO

(List any past and/or pending litigation or disputes relating to the services described herein with which your company has been involved within the last five (5) years. The list shall include the other company's name, name of the project, the nature of the litigation, and the current status of the dispute. Also list any contractual demands for assurance regarding the provision of similar services).

As a staffing services company, Randstad typically receives a number of state and federal employment related charges each year. This is not unusual for a staffing services company with more than 100,000 employees working on any given day. The vast majority of these charges are dismissed with no finding of wrongdoing. Randstad has *never* received an adverse judgment in litigation that resulted in significant liability, and there has been no such action that would financially or materially affect Randstad's financial solvency or its ability to provide quality service to its clients and talent.

We have no contractual demands for assurance regarding the provision of similar services.

### 3. Price submission

- a. Offerors are to submit in ProcureAZ their hourly rate using the Unit Cost field, additionally use the Alternate description field following format: Category — Job Title - Job Description for each temporary staff position being proposed.

If additional line items are required, provide a Microsoft Excel spreadsheet (.xls) or (.xlsx) in the following field format.

**Category – Job Title - Job Description – hourly rate**

Following is the pricing for Randstad's top 25 positions provided to the State of Arizona. Please also see our attached Excel spreadsheet for a complete listing of job descriptions and pricing.

Job Title	Job Description	Entry Level (0-2 years experience)	Mid-Level (3-5 years experience)	Senior Level (6+ years experience)
1 Accounting Clerk	General experience in the realm of accounting, including but not limited to accounts payable, accounts receivable, payroll, or credit and collections; verifies and look up invoices/partial invoices to ensure accuracy. Entry level support position; knows 10-key by touch; is computer literate; no degree but may have some college education.	\$16.50	\$18.46	\$20.76
2 Accounts Payable Clerk	Specializes in compiling and recording transactions for amounts owed from point of sale, charge slips and sales tickets. Maintains all payment records.	\$16.73	\$21.35	\$23.65
3 Accounts Receivable Clerk	Duties may include processing lockbox and payments from various departments, billing, invoices, and working with the lockbox. Keeps records of all delinquent accounts, incomplete files and credit risks. May also participate in light collections.	\$17.88	\$21.35	\$23.65
4 Billing Clerk	Creating invoices and credit memos; correcting, completing and processing claims of all payer codes; generate reports according to procedures; issue invoices and update customer file with issued invoices.	\$16.73	\$19.04	\$21.35

			Entry Level (0-2 years experience)	Mid-Level (2-5 years experience)	Senior Level (5+ years experience)
5	Clerk 2	Determining postage requirements and placing labels and postage on outgoing mail. Delivering and collecting incoming or outgoing mail and messages. Retrieving materials from files. Checking files for duplicate, missing, or misfiled items. Collating. Ability to perform repetitive work. Ability to stand or sit for long periods of time. Unpacking incoming materials and checking for proper quantities or defects. Sorting and routing incoming materials. Delivering and collecting incoming/outgoing mail and messages.	\$13.10	\$14.45	\$15.07
6	Secretary 2	Receive/place phone call. Processing mail. Greet and direct visitors. Skill in formatting, editing, inputting, and printing documents on a typewriter or PC. Skill in using database, spreadsheet, word processing, or other software – single software. Maintaining a system for managing office routine. Maintaining office supplies. Ability to compose clear, correct sentences. Ability to complete general clerical tasks. Skill in formatting, editing, inputting, and printing documents on a typewriter or PC.	\$15.07	\$16.62	\$18.38
7	Administrative Assistant 1	Additional duties and qualifications shall include Secretary 1 & 2 as well as the following at a minimum: Planning and scheduling meetings. Composing letters, memos, etc. Preparing reports. Developing charts, tables, etc. for reports. Maintaining library for retrieval/updating of documents. Ability to prioritize work. Ability to work on more than one task at a time. Ability to process records/lists on a PC. Ability to utilize multiple software programs.	\$15.72	\$17.36	\$19.65
8	Administrative Assistant 2	Additional duties and qualifications shall include Secretary 1 & 2, Administrative Assistant 1 as well as the following at a minimum: Handling administrative detail. Producing statistical/numerical material (column layout). Following and creating special formats to meet document requirements. Ability to adapt quickly to changing conditions. Ability to interact with all levels of management. Ability to merge documents on a PC.	\$19.00	\$21.00	\$22.93

	Job Title	Job Description	Entry Level (0-2 years experience)	Mid-Level (2-5 years experience)	Senior Level (5+ years experience)
9	Executive Assistant	Additional duties and qualifications shall include Secretary 1 & 2, Administrative Assistant 1 & 2 as well as the following at a minimum: Taking minutes at meetings. Handling meeting arrangements, agendas, notifications, etc. Training/supervising others. Producing material with technical terminology or in a foreign language. Sorting and filing material using software (automated filing systems). Advanced knowledge of computer software. Specialized industry skill or knowledge. Able to work in a professional manner with executives from a variety of business and social backgrounds.	\$27.51	\$30.14	\$35.86
10	Receptionist 2	Operating an electronic key system (EKS) or PBX. Receiving, delivering, and sending mail. Receiving visitors and directing them to appropriate locations. Keeping track of people's locations so they can be contacted. Photocopying, using a facsimile machine, verifying, and copying information on forms or records. Accessing directories. Knowledge of mailing and shipping procedures. Ability to communicate clearly and accurately. Ability to access an automated directory or learn electronic mail on a PC.  Producing memos, letters, lists, reports, etc. Receiving complaints or service/repair calls. Resolving customer problems on the phone with standard company responses. Maintaining reports, logs, or lists. Providing information to callers regarding particular products/services. Skill in formatting, editing, inputting, and printing documents on a typewriter or PC. Knowledge of company products and services. Ability to question others to determine their specific needs. Skill in using database software.	\$14.24	\$15.07	\$17.62
11	Remittance Processing	Able to enter data at a rate of 10,000 keystrokes per hour with an error rate not to exceed two percent (2%), Process and/or enter various tax documents and encode checks utilizing electronic keying equipment, Ability to operate a 10-key data keyboard by touch with speed and accuracy, Possess average math and accounting skills.	\$12.22	\$13.64	\$14.94

	Job Title	Job Description	Entry Level (0-2 years)	Mid-Level (2-5 years)	Senior Level (5+ years)
12	Data Entry Operator	Able to enter data at a rate of 8,000 keystrokes per hour with an error rate not to exceed two percent (2%), Shall be able to work with a limited amount of supervision, Ability to run and work with scanning equipment or 2D bar-coding equipment, Ability to understand and use Data Entry equipment in an efficient manner, Shall possess a working knowledge of 10-key and/or reverse 10-key keyboards which includes typing skills.	\$11.65	\$11.77	\$12.34
13	Customer Service Inbound 1	Receiving customer inquiries about a product or service. Providing information to callers regarding a product or service and recording/confirming customer orders, complaints, or service information. Direct calls for further problem resolution. Skill in inputting and accessing information on paper, PC, or CRT. Skill in using database, data entry, or single windows software.	\$13.77	\$14.45	\$15.72
14	Collections	Places calls to customers and attempts to persuade customers to pay amount due or arranges for payment at a later date. Makes recommendations for special handling or intensified collections actions. Keeps record of collections and status of accounts.	\$14.62	\$17.62	\$21.47
15	Data Entry Operator 3	Production data entry. Entering data more than 50% of the time. Approximately 12,000-15,000 keystrokes per hour.	\$14.45	\$15.72	\$17.69
16	Claims Adjuster 1	Knowledge of state government structure and functions, Knowledge of Federal/State statutes, practices and agency standards, policies and procedures applicable to insurance workers' compensation, contracts, Court of Appeal rulings and legal practices, Knowledge of civil procedure in both Federal and State court, Knowledge and understanding of insurance contracts and related law, Knowledge of workers' compensation claims management practices, Early return-to-Work Programs, EDP claims management system, Claims investigation methods, Litigation management, Ability to process subrogation.	\$21.00	\$23.58	\$25.72

	Job Title	Job Description	Entry Level (0-2 years experience)	Mid-Level (2-5 years experience)	Senior Level (5+ years experience)
17	Legal Secretary 1	Handling legal administrative detail. Compiling legal documents. Following and creating special formats to meet legal documentation requirements. Using single software to perform intermediate word processing functions. Ability to provide administrative support in a legal environment. Ability to adapt quickly to terminology and legal environment demands.	\$18.38	\$20.96	\$23.58
18	Legal Secretary 2	Additional duties and qualifications shall include Legal Secretary 1 as well as the following: Creating legal materials and documentation. Prepares papers and correspondence of a legal nature such as petitions, briefs, summonses, complaints, motions, and subpoenas. Administrative support in a legal environment. Using multiple software to perform intermediate to advanced word processing and/or spreadsheet functions. Experience in supporting a legal environment. Handling meeting arrangements, agendas, notifications, and deadlines. Ability to transcribe from Dictaphone equipment.	\$21.76	\$24.62	\$27.51
19	Paralegal	A Diploma/Certification/Degree in paralegal studies from an institutionally accredited program in Arizona with American Bar Association approval; OR a law degree from an accredited law school; OR three years of verifiable full time paralegal experience; and a Notary Public Commission (If qualifying with law degree, the individual must never have been licensed attorney in any jurisdiction). Knowledge of concepts, terminology (terms of art), principles and procedures of law. Knowledge of methods and techniques of legal research and the use of statutes, codes, legal encyclopedias, reporters, and other primary and secondary sources. Knowledge of the complete civil litigation process, domestic relation's law and knowledge of criminal procedure. Conduct investigations and statistical and documentary research. Conduct legal research. Draft legal documents, correspondence, and pleadings. Summarize depositions, interrogatories, and testimony, Locate and interview witnesses. Reviews and analyzes case files; determines appropriate legal actions to be initiated.	\$27.51	\$30.78	\$35.89

	Job Title	Job Description	Entry Level (0-2 years experience)	Mid-Level (2-5 years experience)	Senior Level (5+ years experience)
20	General Maintenance Worker	Performing miscellaneous general maintenance/laborer requirements, Replacing simple equipment, Setting up equipment (e.g., tables and chairs), Wash/clean/vacuum all types of equipment, move and load equipment, clean shop, Ability to retrieve objects out of reach, May be required to use various hand tools.	\$11.31	\$11.97	\$13.50
21	Janitor/Custodian	Basic custodial duties including keep building/office clean and in orderly condition. Other duties to include sweeping, vacuuming, mopping, stripping, washing and buffing floors, washing walls/windows and emptying trash, cleans lavatories, kitchen facilities and rest rooms, keeps parking lots and patios clean, sets up and tears down equipment, Usually works under direct supervision but may be required to be self-directed, Knowledge of equipment and materials used in custodial work, Familiar with MSDS.	\$12.16	\$14.12	\$16.35
22	Warehouse Worker	Additional duties and qualifications shall include the following at a minimum: Capable of performing general warehouse work which includes; shipping and receiving including stocking shelves, ordering inventory, unload and load trucks, move merchandise, bar coding and familiarity to inventory/stock record keeping.	\$12.82	\$14.30	\$15.78
23	Medical Biller 1	Additional duties and qualifications shall include the following at a minimum: Processing participant information from claims. Processing provider information from claims. Prepare documentation for mailing. Prepare document files. Skill in using mainframe, spreadsheet, database, or other single software. Knowledge of manual/automated filing systems. Ability to accurately access/input data into a computer. Knowledge of medical terminology required.	\$13.77	\$15.07	\$16.66

	Job Title	Job Description	Entry Level (0-2 years experience)	Mid-Level (2-5 years experience)	Senior Level (5+ years experience)
24	Medical Claims Processor 1	General knowledge of claims adjudication. Validate the information on all medical claims received. Thoroughly review and ensure that there is no missing or incomplete information. Ability to obtain missing information through phone calls or emails. Use internal system to record claim and follow up on lapsed cases. Knowledge of ICD-9, CPT, and/or HCPCS coding and HIPAA regulations. Ability to read and interpret general business correspondence, procedure manuals, and specific plan documents. Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Excellent keyboarding skills. Ability to perform basic math functions – addition, subtraction, multiplication, and division.	\$16.66	\$19.65	\$22.93
25	Technical Writer	Work in a variety of multimedia formats to author training manuals, reference materials and articles for technical and non-technical audiences. Must have excellent writing and grammar skills in addition to relevant technical knowledge.	\$27.51	\$30.25	\$33.79

**b. If applicable, provide overtime, holiday and/or shift differential pay in this section (b) below.**

- Overtime – Randstad’s overtime multiplier is 1.5
- Holiday pay – Holiday pay eligibility requires completion of 1,000 hours paid in the previous 26 weeks before the paid holiday. In addition, talent must be actively working an average of 35 hours in the 4 weeks immediately preceding the paid holiday. Holiday pay will be at the straight time rate, except in cases where the talent have already worked 40 hours the week of the holiday.
- Shift differential – Randstad’s pay rate for 2<sup>nd</sup> and 3<sup>rd</sup> shifts would be 5% above the first shift pay rate



## Request for Proposal

Solicitation No.: RFP ADSP013-00002527

PAGE  
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Description: Temporary Staffing Services

OF  
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State of Arizona  
State Procurement  
Office

100 N. 15th Ave, Suite  
201 Phoenix, AZ  
85007

## Notice of Request for Proposal

In accordance with A.R.S. § 41-2534, competitive sealed proposals for the materials or services specified, will be received by the State Procurement Office **online** through the State's e-Procurement system, ProcureAZ (<https://procure.az.gov>) at the date and time posted in ProcureAZ. Proposals received by the correct time and date will be opened and the name of each offeror will be publically available. **Proposals must be in the actual possession of the State on or prior to the time and date indicated in the Notice. Late proposals will not be considered.**

Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the appropriate Procurement Agency. Requests should be made as early as possible to allow time to arrange the accommodation. A person requiring special accommodations may contact the solicitation contact person responsible for this procurement as identified above.

**OFFERORS ARE STRONGLY ENCOURAGED TO CAREFULLY READ THE ENTIRE SOLICITATION.**



# Request for Proposal

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Description: Temporary Staffing Services

OF  
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State of Arizona  
State Procurement  
Office  
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# Offer and Acceptance

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OFFFEROR:

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## OFFER

### TO THE STATE OF ARIZONA:

The Undersigned hereby offers and agrees to furnish the material, service or construction in compliance with all terms, conditions, specifications and amendments in the Solicitation and any written exceptions in the offer. Signature also certifies Small Business status.

Arizona Transaction (Sales) Privilege Tax License No.:

Federal Employer Identification No.:

E-mail: \_\_\_\_\_

Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

Company Name

Signature of Person Authorized to Sign Offer

Address

Printed Name

City State Zip

Title

By signature in the Offer section above, the Offeror certifies:

1. The submission of the Offer did not involve collusion or other anticompetitive practices.
2. The Offeror shall not discriminate against any employee or applicant for employment in violation of Federal Executive Order 11246, State Executive Order 2009-09 or A.R.S. §§ 41-1461 through 1465.
3. The Offeror has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted offer. Failure to provide a valid signature affirming the stipulations required by this clause shall result in rejection of the offer. Signing the offer with a false statement shall void the offer, any resulting contract and may be subject to legal remedies provided by law.
4. The Offeror certifies that the above referenced organization  IS/  IS NOT a small business with less than 100 employees or has gross revenues of \$4 million or less.
5. In accordance with A.R.S. §35-393, the offeror hereby certifies that the Offeror does not have scrutinized business operations in Iran.
6. In accordance with A.R.S. §35-391, the offeror hereby certifies that the Offeror does not have scrutinized business operations in Sudan.

## ACCEPTANCE OF OFFER

The Offer is hereby accepted.

The Contractor is now bound to sell the materials or services listed by the attached contract and based upon the solicitation, including all terms, conditions, specifications, amendments, etc., and the Contractor's Offer as accepted by the State.

This Contract shall henceforth be referred to as Contract No. \_\_\_\_\_

The Contractor has been cautioned not to commence any billable work or to provide any material or service under this contract until Contractor receives purchase order, contract release document or written notice to proceed.

State of Arizona  
Awarded this \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_

Procurement Officer

	<b>Scope of Work</b>		<b>State of Arizona State Procurement Office</b> 100 N.15th Ave., Suite 201 Phoenix, AZ 85007
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### 1. Introduction

The State of Arizona, its Agencies, Boards and Commissions (State) as well as Participating Members of the State Purchasing Cooperative (Cooperative), together the "Customer", have an ongoing requirement for various products and services as described herein. The purpose of this solicitation is to conduct a competitive process, in accordance with Arizona Revised Statutes (ARS) 41-2501 et seq., to create a contract(s) from which the State and its Cooperative Members may acquire these products and services.

### 2. Purpose

The State of Arizona is seeking qualified temporary staff to fill a variety of temporary staff augmentation positions. The length of the assignments will vary from one (1) day to several months.

The resulting contract will be available for use by all State Agencies, Boards, Commissions, and/or eligible political divisions. After contracts have been awarded, Contractors should be aware that they are still competing against each other for temporary staffing positions with the Customer.

### 3. Scope of Services

Contractor shall provide a variety of temporary staff services covering sub-categories similar to those listed under the high-level categories herein.

#### 3.1. Temporary Staff Categories

Under each high-level category identified below, only sample "sub-categories" have been included. Contractor may provide services that fall under one or more of the high-level categories. Attachment III contains the general or minimum job description qualifications for each high-level category.

##### 3.1.1. Accounting

- o Accounting Clerk
- o Bookkeeper
- o Accountant

##### 3.1.2. Administrative/Clerical

- o Receptionist
- o Administrative Assistant
- o Legal Assistant
- o General clerical
- o Clerk
- o Records Management Clerk
- o Tax and Remittance Processor

##### 3.1.3. Call Center

- o Customer Service
- o Market Research
- o Sales
- o Help Desk Analyst
- o Collections

##### 3.1.4. Data Entry

- o Offsite
- o Onsite



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### 3.1.5. Education

- Elementary School Substitute
- Junior High School Substitute Teacher
- Senior High School Substitute Teacher
- Special Education Substitute Teacher

### 3.1.6. Insurance

- Claims Specialist
- Worker's Compensation Specialist
- Claims Adjuster

### 3.1.7. Legal

- Paralegal

### 3.1.8. Light Industrial

- Assembly
- Assembly Worker
- Precision Assembler
- Machine Tender
- Quality Control Inspector
- Auto Mechanic
- Welder
- Auto Body Painter

#### Food Services

- Food Service Worker
- Food Service Manager

#### Maintenance

- General Maintenance Worker
- Building Maintenance Worker
- Painter
- Housekeeper / Laundry
- Groundskeeper
- Janitor/Custodian

#### Materials Handling

- Inventory Worker
- Pick & Pack Worker
- Shipping / Receiving Worker
- Warehouse Worker
- Vehicle / Equipment Operator

### 3.1.9. Marketing

- Detailing
- Detailing Representative
- Sales & Promotion
- Sampler
- Demonstrator
- Comparison Shopper
- Trade Shows & Seminars
- Host / Hostess
- Booth Attendant

### 3.1.10. Medical / Healthcare



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- o Medical Biller
- o Medical Records Clerk
- o Medical Secretary
- o Medical Analyst

### 3.1.11. Special Expertise

- o Writing Expert (Grant, Policy, Technical, Processes & Procedures)
- o Procurement

### 3.2. Location of work

All work shall be performed on Customer property. By mutual written consent between the Contractor and the Customer, certain projects may be performed offsite. The majority of the Customers to be served pursuant to this contract are in four (4) distinct parts of the State: Maricopa County, Tucson, Flagstaff and Yuma. Other geographical State areas are allowable under this contract.

### 3.3. Hours of Work

Work schedules shall be established by the Customer. Most Services will be provided to the requesting agency primarily during normal business hours (8:00 A.M. to 5:00 P.M.), Monday through Friday.

#### 3.3.1. For the purpose of this contract shifts are defined as follows:

- 1<sup>st</sup> shift – 6:00 A.M. to 6:00 P.M.
- 2<sup>nd</sup> shift – 2:00 P.M. to 12:00 A.M.
- 3<sup>rd</sup> shift – 7:00 P.M. to 6:00 A.M.

#### 3.3.2. Overtime

Overtime shall be defined as any time in excess of forty (40) hours per week. Overtime must be approved in writing, in advance, by the Customer in order to be reimbursable. Weekend work shall not be considered overtime unless in excess of forty (40) hours. The pay rate shall not be more than time and one half for all approved overtime hours.

### 3.4. Supervision

Contractor's employees shall be supervised by the Customer. The Customer shall have direct control over daily activities of the Contractor's employees. Work policies, procedures, and standards established by the Customer shall be followed at all times.

## 4. Contractor Requirements

### 4.1. General Requirements

- 4.1.1. Work Start. No work shall be performed until a Purchase Order has been received from the requesting Customer.
- 4.1.2. All personnel assigned must be employees of the Contractor at the time of any specific work assignment to the Customer.
- 4.1.3. Before making a referral of one of its employees, the Contractor shall assure that the employee has, at a minimum, the required qualifications for the assignment and is able to perform the duties required by the Customer.
- 4.1.4. The Contractor shall assign only those employees that have been thoroughly apprised of working conditions, job duties and hours.
- 4.1.5. The Contractor's employees shall conform in all respects with regard to physical, fire and security / safety regulations while on the Customer's premises.
- 4.1.6. Contractor shall be responsible for obtaining all rules, regulations, policies, etc. from the Customer. In the event any such employee fails to adhere to the Customer's directions or security / safety regulations, or demonstrate that they are not qualified to perform the required duties, the Customer shall notify the



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Contractor who shall replace the employee within two (2) working days at no cost to the Customer (including, but not limited to, training time, background checks, ID badges, drug testing, etc.). This also applies to any employee that leaves, for any reason, before the assignment is completed. When an employee leaves, at any time, the Contractor shall be responsible for any unreturned keys, cost of finger printing, ID badges, etc. If such items are not returned to the Customer within five (5) working days the Customer shall send an invoice to the Contractor for the exact replacement cost. The Contractor shall pay this invoice within fourteen (14) days.

4.1.7. No charges shall apply to the Customer for employees who fail to complete a minimum of sixteen (16) hours due to dissatisfaction with working conditions, job duties or hours.

4.1.8. Personnel provided by the Contractor shall follow all Customer work policies, procedures, and standards including, but not limited to:

- No smoking, eating, drinking in work area
- Signing in and presenting positive identification upon reporting for duty
- Interacting cordially with the Customer's personnel
- Responding professionally to Customer supervisory personnel
- Adhering to Customer dress code policies
- Parking in Customer assigned locations while reporting for duty
- Following other Customer rules as required
- Breaks and Lunch Schedules

4.1.9. If an employee leaves one Contractor for another Contractor, the Customer may choose to not allow that employee to continue his or her assignment.

#### 4.2. Special Requirements

4.2.1. Invoice – Invoices shall be submitted to the applicable Agency and shall reflect at a minimum, the following:

- Contract or P.O. Number
- The Vendor ID number as defined in ProcureAZ
- Vendor Name
- Bill To
- Temporary Employee Name
- Employee Time sheet

#### 4.2.2. Confidentiality / Non-disclosures

Depending on the hiring Agency, the Contractor's temporary staff shall be required to sign additional Confidentiality or Non-Disclosure Agreements based on assignment prior to the start of work.

#### 4.3. Service Level Requirements

4.3.1. Non-Performance If any assigned employee does not satisfactorily perform any assigned duties, or if the Customer considers any conduct to be detrimental to the Customer's program, the Contractor shall withdraw the employee immediately upon notification. The withdrawn employee shall be replaced. Contractor shall not exceed sixteen (16) normal working hours, two (2) business days, to replace the withdrawn employee at no additional charge (including, but not limited to, training time, background checks, Identification badges, drug testing, etc.) to the Customer. This also applies to any employee that leaves, for any reason, before the assignment is completed.

#### 4.4. Reporting Requirements

4.4.1. Time Sheets

4.4.2. Quarterly Reports (See Section 7 of the Special Terms and Conditions)

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**5. Customer responsibilities**

For temporary employment requirements

- Customer shall provide all equipment, materials, supplies, tools, facilities, space and supervision necessary.
- Any initial Customer requirement such as drug testing, background check, finger printing, and Identification badges shall be paid for by the Customer. In the event that the employee needs to be replaced as described in the section above, 4.1.6., these charges shall be reimbursed by the Contractor.
- Customer shall provide temporary staff new employee orientation as required.
- Customer must provide justification when requesting temporary employee changes.

**6. Supplementing Products and Services** - Products and Services available under the Contract are limited to the high-level categories included herein. If additional Products or Services are required as a supplement to the high-level category, this shall be agreed upon by each party by completing an Amendment to the Agreement. The Product or Service added shall be classified under those high-level categories that were originally awarded. Services in a high-level category that was not originally awarded shall not be supplemented.



## Special Terms and Conditions

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### 1. Definitions

**ProcureAZ terms.** ProcureAZ (<https://procure.az.gov>) is the State's online eProcurement system. Although the system was configured for the State's needs, the application is based on a commercial product known as BuySpeed Online, made by Periscope Holdings, Inc. As a result, some of the terms used in the BuySpeed Online application may be semantically different to similar terms used by the State. The following terms are as they appear in BuySpeed Online (and ProcureAZ), along with their corresponding meanings as they apply to the solicitation.

**"Allow Electronic Quote"** means an indicator, signifying whether or not offers may be submitted in ProcureAZ.

**"Alternate Id"** means a data field, in which may contain additional data in order to link a solicitation to a related project, activity or program.

**"Amendments"** means solicitation amendments.

**"Arizona Learning Center"** (ALC) provides statewide Computer Based Training (CBT) courses available to all State of Arizona employees as well as agency-specific courses designed by other State agencies.

**"Attachments"** means the section, as displayed in ProcureAZ, where the solicitation's electronic documents may be attached.

**"Available Date"** means a data field, in which may contain the date that the solicitation was published.

**"Bid"**, depending on its use may mean solicitation or offer. For example, in the terms "Bid Solicitation" and "Bid Number", the term "Bid" means solicitation. In the terms "Bid Opening Date" and "Pre Bid Conference", "Bid" means offer.

**"Bid Method"** means the type of solicitation process being conducted.

**"Bid Number"** means the solicitation's identification number.

**"Bid Opening Date"** means the date and time that offers are due.

**"Bid Solicitation"** means solicitation.

**"Bid Type"** means the extent the solicitation notices were issued, ranging from "OPEN" (notices went to vendors registered with the selected commodity codes) to "CLOSED" (notices were only sent to the specific vendors invited by the State).

**"Bill-to Address"** means the department address where invoices occurring under any resulting contract may be billed.

**"Bulletin Description"** means a data field, in which may contain additional information regarding the scope of the solicitation.

**"Buyer"** means procurement officer.

**"Department"** means the customer for whom the solicitation is being done.

**"Description"** means the solicitation's title.

**"Fiscal Year"** means the State Fiscal Year in which the solicitation was initiated.



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**"Header Information"** means the section of the solicitation, as displayed in ProcureAZ, containing solicitation information other than the line items.

**"Info Contact"** means a data field, in which may contain the contact information of a person to whom inquiries are to be directed.

**"Item information"** means the section of the solicitation, as displayed in ProcureAZ, containing the solicitation's line items.

**"Location"** means the specific customer, within the department, for whom the solicitation is being done.

**"Organization"** means the state agency under whose authority the solicitation is being conducted.

**"Pre Bid Conference"** means pre-offer conference.

**"Print Format"** means the format of the solicitation's print output.

**"Purchase Method"** means the type of contract transaction contemplated, ranging from an "Open Market" (one-time) transaction to a "Blanket" (term) transaction.

**"Purchaser"** means procurement officer.

**"Quote"** means offer.

**"Required Date"** means a data field, in which may contain the date that the materials, services or construction are needed by the State.

**"Ship-to Address"** means the department address where materials, services or construction purchased under any resulting contract may be billed.

**"Type Code"** means the category of customers that may use any resulting contract(s). E.g., Single-Agency, Multi-Agency or Statewide.

### 1.1. Special Contract Definitions

**"Personal identifying information (PII)"** means an individual's name, social security number; full date of birth, drivers' license, and government issued non-operating license, financial account number, password associated with access to a financial account or account which provides benefits or right to services, contained in any record or other material related to this contract on behalf of the state. See also ARS 41-4171 or 4172 for additional personal identifiers that additionally may be defined as PII in the specification of the scope of work for the contract.

**"Protected Health Information (PHI)"** means individually identifiable health information as defined by the HIPAA Privacy Rule at 45 CFR 160.103 (Health Information), 45 CFR 160.103 (Individually Identifiable Health Information) and 45 CFR 164.501 (Protected Health Information) including the following identifiers (see 45 CFR 164.514(b)(2)(i): an individual's name; address; dates of birth, dates of health care services, certain age categories and other elements of dates; telephone numbers; fax numbers; e-mail addresses; social security numbers; medical records and account numbers; health plan beneficiary numbers; certificate and license numbers; vehicle identifiers, serial numbers and license plate numbers; device identifiers and serial numbers; Web Universal Resource Locators (URLs or web addresses); Internet Protocol (IP) addresses; biometric identifiers, including voice and finger prints; facial photographs and comparable images; and any other unique identifying number, characteristic or code.

**"Sensitive information"** means a record or an oral communication that relates to information that if disclosed could adversely affect the best interest of the State, the privacy of a person, or the critical infrastructure and



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information related to critical infrastructure of the State of Arizona and/or the United States (See ARS 41-1801).

**"Subcontract"** means any Contract, express or implied, between the Contractor and another party or between a subcontractor and another party delegating or assigning, in whole or in part, the making or furnishing of any material or any service required for the performance of the Contract

**"Data Breach"** means the unauthorized creation, acquisition, access, use, disclosure or disposal of personal identifying, confidential, protected health or sensitive information.

### 2. Amendments

Any change in the contract including the Scope of Work described herein, whether by modification or supplementation, must be accomplished by a formal contract amendment signed and approved by and between the duly authorized representatives of the contractor and the State of Arizona. Any such amendment shall specify an effective date, any increases or decreases in the amount of the contractors' compensation if applicable and entitled as an 'Amendment', and signed by the parties identified in the preceding sentence. The contractor expressly and explicitly understands and agrees that no other method and/or no other document, including correspondence, acts, and oral communications by or from any person, shall be used or construed as an amendment or modification or supplementation to the contract.

### 3. Administrative Fee / Usage.

- 3.1. Contractor shall pay an Administrative Fee to the State in the amount of one percent (1%) of the total contract sales. The Administrative Fee is calculated based on all sales transacted under the contract, minus all taxes and any returns or credits. The Administrative Fee shall not be charged directly to the customer, e.g., as a separate line item, a fee or a surcharge, but shall be included in the contract's unit prices.
- 3.2. The Administrative Fee shall be submitted, along with a Quarterly Usage Report documenting all contract sales, to the State Procurement Office within thirty (30) days following the end of each calendar quarter. For more information on the Quarterly Usage Report or the Administrative Fee, its calculation, submission or use, see the State Procurement Office's web site at [http://spo.az.gov/Contractor\\_Resources/Admin\\_Fee](http://spo.az.gov/Contractor_Resources/Admin_Fee). All usage reports submitted for the purpose of this contract shall be public record.
- 3.3. At its option, the State may limit the applicability of the Administrative Fee to contract sales from some customers and not to others, e.g., fee is only applicable to sales from members of the State Purchasing Cooperative and not sales to State Agencies. See the State's website (above) for more information in this regard. The State will provide thirty (30) days written notice before exercising or changing this option.
- 3.4. Failure to remit Administrative fees in a timely manner or remit fees inconsistent with the contract's requirements may result in the State exercising any recourse available under the contract including a third party audit of all contract activity. Should an audit be required by the State, the Contractor shall reimburse the State for all costs associated with the audit up to \$5,000 or one (1%) percent of the contract's estimated annual value, whichever is higher.

### 4. Certifications

All key personnel when required shall provide evidence of their certification(s) relevant to the services provided under the contract.

### 5. Confidentiality of Records

The contractor shall establish and maintain procedures and controls acceptable to the State for the purpose of assuring that information or data in its possession is not mishandled, misused, released, disclosed, or used in an inappropriate manner by it, its agents, officers, or employees. This includes information contained in its records obtained from the State or others, necessary for contract performance. The contractor shall take all reasonable steps and precautions to safeguard this information and data and shall not divulge the information or data to parties other than those needed for the performance of duties under the contract.

### 6. Contract



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The contract between the State of Arizona and the contractor shall consist of the solicitation as amended, any requests for clarifications and/or best and final offers, the proposal submitted by the contractor, their responses to any requests for clarifications and/or their best and final offer. In the event of a conflict in language between the documents referenced above, the provisions and requirements set forth and/or referenced in the solicitation as amended shall govern. However, the State reserves the right to clarify any contractual relationship in writing, and such written clarification shall govern in case of conflict with the applicable requirements stated in the solicitation as amended or the contractor's proposal. In all other matters not affected by the written clarification, if any, the solicitation shall govern.

### **7. Contract Usage Reports**

7.1. The contractor shall be required to furnish the following reports to the State Procurement Office against this contract on a quarterly basis at no additional cost to the state:

Total contract usage reports: Identifying all eligible using agencies and total dollar volumes purchased by each eligible using agency during the reporting period. Although not required under this reporting activity, the contractor shall provide itemized usage reports detailing all acquisitions against this contract upon request.

7.2. Reports shall be due at the end of each 3-month contract period to be furnished to the contract officer of record no later than 15 days after the end of each 3-month contract period.

7.3. The information contained in these contract reports and the accurate and timely submission thereof are critical components used by the State. Failure by the contractor to submit accurate and timely contract reports against this contract may be cause for cancellation of the contract.

8. **Contract Type (as Needed)** - The contract shall be on an as needed, if needed basis.

9. **Performance / Invoicing Remedies** - Contractor and Customers shall use the following process in identifying and mitigating performance issues or problems associated with operational issues under the Contract.

#### **9.1. Performance Issue Notice**

Customers shall notify the Contractor in response to or in anticipation of any issues or problems associated with the products or services Ordered under the Contract. Contractor shall acknowledge the Customer notice, in writing or electronically, within two (2) days following receipt or a shorter period of time as requested by the Customer. Customers may accept verbal Order acknowledgment when time and circumstances require.

#### **9.2. Performance Issue Resolution**

Contractor shall provide for the resolution of all issues or problems identified by the Customer. Contractor shall provide a resolution plan to the Customer, in writing or electronically, within five (5) days or a shorter period of time as requested by the Customer.

#### **9.3. Invoicing Issue Notice**

Customers shall notify the Contractor in response to any billing errors or questionable invoice amounts. Failure by Customer to pay any portion of or the entire invoiced amount based on Contractor billing errors or charges shall not constitute default under this Contract. Customer will pay undisputed portions of the invoice in question where Customer can easily identify the undisputed portion. Payment of an amount less than the total amount due on all unpaid invoices shall be credited as directed by Customer. In no event shall Contractor apply any payment or portion thereof to any particular amount or item that is subject to any claim of error between the parties.

#### **9.4. Invoicing Adjustments**

Revised invoices or billing adjustments shall apply only to Contractor's Services that can be verified by the Customer, and requests for such adjustments must be submitted in writing to the Customer within 60 days of invoice delivery; shall reference the original invoice in which the error was made, and contain sufficient level



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of detail to make a reasonable determination of fact. Billing Adjustments, once determined to be fact, shall be documented in writing on all forms of billing, paper and electronic, in the next billing cycle.

### 9.5. Escalation Process

If unsatisfied with the Contractor's resolution plan for the performance issue or identified billing error, or the Contractor fails to resolve the issues or errors cited in accordance with their resolution plan, Customers may submit a fully documented Vendor Performance Report (VPR) to the Procurement Officer. Documentation to accompany the VPR shall include the Issue Notice, the Contractor's acknowledgement and resolution plan (if applicable), and a statement confirming that the resolution plan was not met or an explanation why the resolution plan was not acceptable. VPRs and accompanying documentation will serve as a foundation to any further recourse in accordance with the Remedies provisions established herein. VPRs can be found at the following URL:

[http://spo.az.gov/docs/Admin\\_Policy/SPM/STD%20Forms%20and%20Docs/Vendor%20Performance%20Report.pdf](http://spo.az.gov/docs/Admin_Policy/SPM/STD%20Forms%20and%20Docs/Vendor%20Performance%20Report.pdf)

### 10. Eligible Agencies (Statewide)

This contract shall be for the use of all State of Arizona departments, agencies, commissions and boards. In addition, eligible universities, political subdivisions and nonprofit educational or public health institutions may participate at their discretion. In order to participate in this contract, a university, political subdivision, or nonprofit educational or public health institution shall have entered into a Cooperative Purchasing Agreement with the Department of Administration, State Procurement Office as required by Arizona Revised Statutes § 41-2632.

### 11. Indemnification Clause:

Contractor shall indemnify, defend, save and hold harmless the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees (hereinafter referred to as "Indemnitee") from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys' fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as "Claims") for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of Contractor or any of its owners, officers, directors, agents, employees or subcontractors. This indemnity includes any claim or amount arising out of or recovered under the Workers' Compensation Law or arising out of the failure of such contractor to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. It is the specific intention of the parties that the Indemnitee shall, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of the Indemnitee, be indemnified by Contractor from and against any and all claims. It is agreed that Contractor will be responsible for primary loss investigation, defense and judgment costs where this indemnification is applicable. In consideration of the award of this contract, the Contractor agrees to waive all rights of subrogation against the State of Arizona, its officers, officials, agents and employees for losses arising from the work performed by the Contractor for the State of Arizona.

*This indemnity shall not apply if the contractor or sub-contractor(s) is/are an agency, board, commission or university of the State of Arizona.*

### 12. Insurance Requirements:

Contractor and subcontractors shall procure and maintain until all of their obligations have been discharged, including any warranty periods under this Contract, are satisfied, insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Contractor, his agents, representatives, employees or subcontractors.

The insurance requirements herein are minimum requirements for this Contract and in no way limit the indemnity covenants contained in this Contract. The State of Arizona in no way warrants that the minimum limits contained herein are sufficient to protect the Contractor from liabilities that might arise out of the performance of the work under this contract by the Contractor, its agents, representatives, employees or subcontractors, and Contractor is free to purchase additional insurance.



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**12.1. Minimum Scope and Limits of Insurance:** Contractor shall provide coverage with limits of liability not less than those stated below.

### 12.1.1. Commercial General Liability – Occurrence Form

Policy shall include bodily injury, property damage, personal injury and broad form contractual liability coverage.

•General Aggregate	\$2,000,000
•Products – Completed Operations Aggregate	\$1,000,000
•Personal and Advertising Injury	\$1,000,000
•Blanket Contractual Liability – Written and Oral	\$1,000,000
•Fire Legal Liability	\$ 50,000
•Each Occurrence	\$1,000,000

- a. The policy shall be endorsed to include the following additional insured language:  
***“The State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Contractor”.***
- b. Policy shall contain a waiver of subrogation against the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Contractor.

### 12.1.2. Business Automobile Liability

Bodily Injury and Property Damage for any owned, hired, and/or non-owned vehicles used in the performance of this Contract.

Combined Single Limit (CSL) \$1,000,000

- a. The policy shall be endorsed to include the following additional insured language:  
***“The State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Contractor, involving automobiles owned, leased, hired or borrowed by the Contractor”.***
- b. Policy shall contain a waiver of subrogation against the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Contractor.

### 12.1.3. Worker's Compensation and Employers' Liability

Workers' Compensation	Statutory
Employers' Liability	
Each Accident	\$ 500,000
Disease – Each Employee	\$ 500,000
Disease – Policy Limit	\$1,000,000



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- a. Policy shall contain a waiver of subrogation against the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Contractor.
- b. This requirement shall not apply to: Separately, EACH contractor or subcontractor exempt under A.R.S. 23-901, AND when such contractor or subcontractor executes the appropriate waiver (Sole Proprietor/Independent Contractor) form.

### 12.1.4. Professional Liability (Errors and Omissions Liability)

Each Claim	\$1,000,000
Annual Aggregate	\$2,000,000

- a. In the event that the professional liability insurance required by this Contract is written on a claims-made basis, Contractor warrants that any retroactive date under the policy shall precede the effective date of this Contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of two (2) years beginning at the time work under this Contract is completed.
- b. The policy shall cover professional misconduct or lack of ordinary skill for those positions defined in the Scope of Work of this contract.

### 12.2. Additional Insurance Requirements: The policies shall include, or be endorsed to include, the following provisions:

12.2.1. The State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees wherever additional insured status is required. Such additional insured shall be covered to the full limits of liability purchased by the Contractor, even if those limits of liability are in excess of those required by this Contract.

12.2.2. The Contractor's insurance coverage shall be primary insurance with respect to all other available sources.

12.2.3. Coverage provided by the Contractor shall not be limited to the liability assumed under the indemnification provisions of this Contract.

### 12.3. Notice of Cancellation: With the exception of (10) day notice of cancellation for non-payment of premium, any changes material to compliance with this contract in the insurance policies above shall require (30) days written notice to the State of Arizona. Such notice shall be sent directly to (State of Arizona Department Representative's Name & Address) and shall be sent by certified mail, return receipt requested.

### 12.4. Acceptability of Insurers: Insurance is to be placed with duly licensed or approved non-admitted insurers in the state of Arizona with an "A.M. Best" rating of not less than A- VII. The State of Arizona in no way warrants that the above-required minimum insurer rating is sufficient to protect the Contractor from potential insurer insolvency.

### 12.5. Verification of Coverage: Contractor shall furnish the State of Arizona with certificates of insurance (ACORD form or equivalent approved by the State of Arizona) as required by this Contract. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf.

All certificates and endorsements are to be received and approved by the State of Arizona before work commences. Each insurance policy required by this Contract must be in effect at or prior to commencement of work under this Contract and remain in effect for the duration of the project.



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Failure to maintain the insurance policies as required by this Contract, or to provide evidence of renewal, is a material breach of contract.

All certificates required by this Contract shall be sent directly to **(State of Arizona Department Representative's Name and Address)**. The State of Arizona project/contract number and project description shall be noted on the certificate of insurance. The State of Arizona reserves the right to require complete, certified copies of all insurance policies required by this Contract at any time. **DO NOT SEND CERTIFICATES OF INSURANCE TO THE STATE OF ARIZONA'S RISK MANAGEMENT DIVISION.**

- 12.6. **Subcontractors:** Contractors' certificate(s) shall include all subcontractors as insureds under its policies or Contractor shall furnish to the State of Arizona separate certificates and endorsements for each subcontractor. All coverage's for subcontractors shall be subject to the minimum requirements identified above.
- 12.7. **Approval:** Any modification or variation from the *insurance requirements* in this Contract shall be made by the contracting agency in consultation with the Department of Administration, Risk Management Division. Such action will not require a formal Contract amendment, but may be made by administrative action.
- 12.8. **Exceptions:** In the event the Contractor or sub-contractor(s) is/are a public entity, then the Insurance Requirements shall not apply. Such public entity shall provide a Certificate of Self-Insurance. If the contractor or sub-contractor(s) is/are a State of Arizona agency, board, commission, or university, none of the above shall apply.
13. **IT 508 Compliance** - Unless specifically authorized in the Contract, any electronic or information technology offered to the State of Arizona under this solicitation shall comply with A.R.S. § 41-3531 and § 41-3532 and Section 508 of the Rehabilitation Act of 1973, which requires that employees and members of the public shall have access to and use of information technology that is comparable to the access and use by employees and members of the public who are not individuals with disabilities.
14. **Key Personnel** - It is essential that the contractor provide an adequate staff of experienced personnel, capable of and devoted to the successful accomplishment of work to be performed under this contract. The contractor must assign specific individuals to the key positions. Once assigned to work under the contract, key personnel shall not be removed or replaced without the prior written approval of the issuing agency and a copy to the procurement office of record.
15. **Licenses** - Contractor shall maintain in current status all Federal, State and Local licenses and permits required for the operation of a business conducted by the contractor.
16. **Non-Exclusive Contract**  
This contract has been awarded with the understanding and agreement that it is for the sole convenience of the State of Arizona. The State reserves the right to obtain like goods or services from another source when necessary. Off-contract purchase authorization(s) may be approved by the State Procurement Office. Approvals shall be at the exclusive discretion of the State and shall be final. Off-contract procurement shall be consistent with the Arizona Procurement Code.
17. **Offshore Performance of Work Prohibited** - Any services that are described in the specifications or scope of work that directly serve the State of Arizona or its clients and involve access to secure or sensitive data or personal client data shall be performed within the defined territories of the United States. Any services that are described in the specifications or scope of work that directly serve the State of Arizona or its clients and may involve access to or use of confidential, secure or sensitive data or personal client data including personal identifying information, protected health information, or development or modification of software for the State shall be performed within the borders of the United States.

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Unless specifically stated otherwise in the specifications, this definition does not apply to indirect or 'overhead' services, redundant back-up services that do not include work related to confidential or sensitive information, or services that are incidental to the performance of the contract. This provision applies to work performed by subcontractors at all tiers.

**18. Protection of State Information**

- 18.1. Due to the sensitive nature of the information maintained by the State, the contractor shall not disclose or release in any manner, any and all information the State deems, private, privileged or confidential transmitted during the performance of the contract. This information shall be protected by the contractor during and after the full term of the contract. At no time, shall information be disclosed without the State's prior written consent. All information and any copies thereof shall be returned to the State upon completion of the work performance. Personnel with access to personal identifying, sensitive or other confidential [see definitions section] may be subject to background checks as the expense of the Contractor or its subcontractors.
- 18.2. The Contractor shall establish and maintain current documented data safeguard procedures, evidence of information security training and controls acceptable to the State and shall furnish such upon request of the State. The Contractor and its subcontractors or other agents shall assure appropriate information management safeguards for personal identifying, confidential or sensitive information or protected health information (physical and virtual) from unauthorized creation, acquisition, access, use, disclosure or disposal. Contractor shall ensure that its' and any subcontractors' agents and/or employees perform work under this contract shall comply to the fullest extent with information the established data safeguard provisions. Failure to comply with such shall be immediately reported to the State of as a possible data breach.
- 18.3. The Contractor shall cooperate and participate in any resulting investigation of the State as well as any mitigation of a data breach if such is deemed by the State. The Contractor, its subcontractors or other agents shall maintain a complete, current and accurate log of location and person completing work for the State.
- 18.4. Upon request, the Contractor shall provide the State with an information safeguard management plan for its primary sites as well as for any locations, other than the primary site, including but not limited to personal residences and other remote locations where work under this contract shall be performed. Such a plan shall include any subcontractors and agents performing work under this contract. The Contractor shall notify the State in writing of any changes to this plan. The State reserves the right to approve and/or monitor this information safeguard plan.
- 18.5. **Data Breach Identification and Reporting**  
 The Contractor, its subcontractors and any agents or employees who perform under work under this contract, shall be responsible to immediately report to the State any suspected or confirmed data breach of State information. A data breach shall be defined as the unauthorized creation, acquisition, access, use, disclosure or disposal of any information deemed as personal identifying, confidential, sensitive or protected health information. The Contractor, its subcontractors, employees and all agents shall fully cooperate with the State to investigate, mitigate potential or actual harm resulting from such breach and shall remediate of such incidents, including assisting the State to notify affected individuals. The State may, at its sole discretion, assume notification responsibility owed under law by Contractor, its subcontractors or agents if the State reasonably believes the contractor or its subcontractors or agents are unable to fulfill this responsibility.
- 18.6. **Encryption of Data**



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Contractor shall protect all State electronic information in accordance with the Arizona Strategic Enterprise Technology (ASET) standards for encryption, at a minimum. (Standards are found at <http://aset.azdoa.gov/security/policies-standards-and-procedures>). File transmissions of State data using the Internet or other unsecured medium shall employ at a minimum a 128-bit end to end encryption to secure the data. All methods of encryption, training, policies, procedures, and performance measures shall be documented by Contractor and its subcontractors.

### 18.7. Disposal of Information

Contractor shall obtain written authorization from the State prior to disposal of any electronic media containing personal identifying, confidential, protected health or sensitive information. Prior to disposal, Contractor shall properly sanitize by clearing (using software or hardware products to overwrite media with non-sensitive data), purging (degauss or expose the media to a strong magnetic field to disrupt the recorded magnetic domains), or destroying (disintegration, pulverization, melting, incinerating, or shredding) the media. This shall be, at a minimum, done in accordance with Arizona Government Information Technology Agency standards for media sanitizing and disposal found at <http://aset.azdoa.gov/sites/default/files/media/docs/P800-S880%20Media%20San%20Disp.pdf> (S880 Media Sanitizing/Disposal Standard). Hardcopy information shall be destroyed by shredding, burning, pulping, or pulverizing the records so that personal identifying information is rendered unreadable, indecipherable, and cannot otherwise be reconstructed. Contractor shall maintain accurate and current documentation identifying the information disposed of, method of disposal, contract for disposal if applicable and retain disposal information in accordance with contract requirements.

### 18.8. Compliance Monitoring

In accordance with the contract terms, the State shall have the right to assess, monitor and validate compliance with all requirements relating to information safeguarding including timely reporting of actual or suspected data breach performed by the Contractor, its subcontractor(s), employees and agents.

### 19. Price Adjustment (After Two Years)

The State Procurement Office may review a fully documented request for a price increase only after the contract has been in effect for two (2) year(s). A price increase adjustment shall only be considered at the time of a contract extension and shall be a factor in the extension review process. The State Procurement Office shall determine whether the requested price increase or an alternate option is in the best interest of the state.

The price increase adjustment, if approved, will be effective upon the effective date of the contract extension.

### 20. Subcontractors

The contractor may, enter into written subcontract(s) for performance of certain functions under the contract. Contractor shall not enter into any Subcontract under this Contract, for the provision of supplies or performance of services under this Contract, without the advance written approval of the Procurement Officer. Subcontracts issued by the Contractor shall incorporate by reference the Terms, Conditions and requirements of this Contract.

### 21. Term of Contract

The term of the contract shall commence upon award and shall remain in effect for a period of one year, unless terminated, canceled or extended as otherwise provided herein. By written mutual contract amendment, any resultant contract may be extended for four (4) additional one-year periods or a portion thereof. The original contract shall remain the same and apply during the renewal period with the exception of price.

### 22. Travel

When requested, in writing, from the State to perform work that requires overnight accommodations, the Using Agency will reimburse the contractor in accordance with the current rates and provisions specified in the Rules and Regulations applicable to State employee's travel. The contractor shall itemize and invoice all per diem and lodging charges. The State's travel policy maybe located at <http://www.gao.az.gov/publications/SAAM/SAAM-2d-022008.pdf>



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## UNIFORM TERMS AND CONDITIONS – VERSION 8

1. **Definition of Terms.** As used in this Solicitation and any resulting Contract, the terms listed below are defined as follows:
  - 1.1 **"Attachment"** means any item the Solicitation requires the Offeror to submit as part of the Offer.
  - 1.2 **"Contract"** means the combination of the Solicitation, including the Uniform and Special Instructions to Offerors, the Uniform and Special Terms and Conditions, and the Specifications and Statement of Scope of Work; the Offer and any Best and Final Offers; and any Solicitation Amendments or Contract Amendments.
  - 1.3 **"Contract Amendment"** means a written document signed by the Procurement Officer that is issued for the purpose of making changes in the Contract.
  - 1.4 **"Contractor"** means any person who has a Contract with the State.
  - 1.5 **"Days"** means calendar days unless otherwise specified.
  - 1.6 **"Exhibit"** means any item labeled as an Exhibit in the Solicitation or placed in the Exhibits section of the Solicitation.
  - 1.7 **"Gratuity"** means a payment, loan, subscription, advance, deposit of money, services, or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value is received.
  - 1.8 **"Materials"** means all property, including equipment, supplies, printing, insurance and leases of property but does not include land, a permanent interest in land or real property or leasing space.
  - 1.9 **"Procurement Officer"** means the person, or his or her designee, duly authorized by the State to enter into and administer Contracts and make written determinations with respect to the Contract.
  - 1.10 **"Services"** means the furnishing of labor, time or effort by a contractor or subcontractor which does not involve the delivery of a specific end product other than required reports and performance, but does not include employment agreements or collective bargaining agreements.
  - 1.11 **"Subcontract"** means any Contract, express or implied, between the Contractor and another party or between a subcontractor and another party delegating or assigning, in whole or in part, the making or furnishing of any material or any service required for the performance of the Contract.
  - 1.12 **"State"** means the State of Arizona and Department or Agency of the State that executes the Contract.
  - 1.13 **"State Fiscal Year"** means the period beginning with July 1 and ending June 30.

## 2 Contract Interpretation

- 2.1 **Arizona Law.** The Arizona law applies to this Contract including, where applicable, the Uniform Commercial Code as adopted by the State of Arizona and the Arizona Procurement Code, Arizona Revised Statutes (A.R.S.) Title 41, Chapter 23, and its implementing rules, Arizona Administrative Code (A.A.C.) Title 2, Chapter 7.
- 2.2 **Implied Contract Terms.** Each provision of law and any terms required by law to be in this Contract are a part of this Contract as if fully stated in it.



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2.3 Contract Order of Precedence. In the event of a conflict in the provisions of the Contract, as accepted by the State and as they may be amended, the following shall prevail in the order set forth below:

- 2.3.1 Special Terms and Conditions;
- 2.3.2 Uniform Terms and Conditions;
- 2.3.3 Statement or Scope of Work;
- 2.3.4 Specifications;
- 2.3.5 Attachments;
- 2.3.6 Exhibits;
- 2.3.7 Documents referenced or included in the Solicitation.

2.4 Relationship of Parties. The Contractor under this Contract is an independent Contractor. Neither party to this Contract shall be deemed to be the employee or agent of the other party to the Contract.

2.5 Severability. The provisions of this Contract are severable. Any term or condition deemed illegal or invalid shall not affect any other term or condition of the Contract.

2.6 No Parol Evidence. This Contract is intended by the parties as a final and complete expression of their agreement. No course of prior dealings between the parties and no usage of the trade shall supplement or explain any terms used in this document and no other understanding either oral or in writing shall be binding.

2.7 No Waiver. Either party's failure to insist on strict performance of any term or condition of the Contract shall not be deemed a waiver of that term or condition even if the party accepting or acquiescing in the nonconforming performance knows of the nature of the performance and fails to object to it.

### 3 Contract administration and operation.

3.1 Records. Under A.R.S. § 35-214 and § 35-215, the Contractor shall retain and shall contractually require each subcontractor to retain all data and other "records" relating to the acquisition and performance of the Contract for a period of five years after the completion of the Contract. All records shall be subject to inspection and audit by the State at reasonable times. Upon request, the Contractor shall produce a legible copy of any or all such records.

3.2 Non-Discrimination. The Contractor shall comply with State Executive Order No. 2009-09 and all other applicable Federal and State laws, rules and regulations, including the Americans with Disabilities Act.

3.3 Audit. Pursuant to ARS § 35-214, at any time during the term of this Contract and five (5) years thereafter, the Contractor's or any subcontractor's books and records shall be subject to audit by the State and, where applicable, the Federal Government, to the extent that the books and records relate to the performance of the Contract or Subcontract.

3.4 Facilities Inspection and Materials Testing. The Contractor agrees to permit access to its facilities, subcontractor facilities and the Contractor's processes or services, at reasonable times for inspection of the facilities or materials covered under this Contract. The State shall also have the right to test, at its own cost, the materials to be supplied under this Contract. Neither inspection of the Contractor's facilities nor materials testing shall constitute final acceptance of the materials or services. If the State determines noncompliance of the materials, the Contractor shall be responsible for the payment of all costs incurred by the State for testing and inspection.

3.5 Notices. Notices to the Contractor required by this Contract shall be made by the State to the person indicated on the Offer and Acceptance form submitted by the Contractor unless otherwise stated in the Contract. Notices to the State required by the Contract shall be made by the Contractor to the Solicitation Contact Person indicated on the Solicitation cover sheet, unless otherwise stated in the Contract. An authorized Procurement Officer and an authorized Contractor representative may change their respective



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person to whom notice shall be given by written notice to the other and an amendment to the Contract shall not be necessary.

- 3.6 Advertising, Publishing and Promotion of Contract. The Contractor shall not use, advertise or promote information for commercial benefit concerning this Contract without the prior written approval of the Procurement Officer.
- 3.7 Property of the State. Any materials, including reports, computer programs and other deliverables, created under this Contract are the sole property of the State. The Contractor is not entitled to a patent or copyright on those materials and may not transfer the patent or copyright to anyone else. The Contractor shall not use or release these materials without the prior written consent of the State.
- 3.8 Ownership of Intellectual Property  
Any and all intellectual property, including but not limited to copyright, invention, trademark, trade name, service mark, and/or trade secrets created or conceived pursuant to or as a result of this contract and any related subcontract ("Intellectual Property"), shall be work made for hire and the State shall be considered the creator of such Intellectual Property. The agency, department, division, board or commission of the State of Arizona requesting the issuance of the contract shall own (for and on behalf of the State) the entire right, title and interest to the Intellectual Property throughout the world. Contractor shall notify the State, within thirty (30) days, of the creation of any Intellectual Property by it or its subcontractor(s). Contractor, on behalf of itself and any subcontractor (s), agrees to execute any and all document(s) necessary to assure ownership of the Intellectual Property vests in the State and shall take no affirmative actions that might have the effect of vesting all or part of the Intellectual Property in any entity other than the State. The Intellectual Property shall not be disclosed by contractor or its subcontractor(s) to any entity not the State without the express written authorization of the agency, department, division, board or commission of the State of Arizona requesting the issuance of this contract.
- 3.9 Federal Immigration and Nationality Act The Contractor shall comply with all federal, state, and local immigration laws and regulations relating to the immigration status of their employees during the term of the Contract. Further the contractor shall flow down this requirement to all subcontractors utilized during the term of the contract. The State shall retain the right to perform random audits of contractor and subcontractor records or to inspect papers or any employee thereof to ensure compliance. Should the State determine that the contractor and or any subcontractors be found noncompliant, the State may pursue all remedies allowed by law, including but not limited to; suspension of work, termination of the contract for default and suspension and or debarment of the contractor.
- 3.10 E-Verify Requirements In accordance with A.R.S 41-4401, Contractor warrants compliance with all Federal immigration laws and regulations relating to employees and warrants its compliance with A.R.S. 23-214, Subsection A.
- 3.11 Scrutinized Businesses In accordance with A.R.S. 35-391 and A.R.S. 35-393, Contractor certifies that the Contractor does not have scrutinized business operations in Sudan or Iran.
- 3.12 Offshore Performance of Work Prohibited Any services that are described in the specifications or scope of work that directly serve the State of Arizona or its clients and involve access to secure or sensitive data or personal client data shall be performed within the defined territories of the United States. Unless specifically stated otherwise in the specifications, this paragraph does not apply to indirect or "overhead" services, redundant back-up services or services that are incidental to the performance of the contract. This provision applies to work performed by subcontractors at all tiers.

#### 4 Costs and Payments

- 4.1 Payments. Payments shall comply with the requirements of A.R.S. Titles 35 and 41, Net 30 days. Upon receipt and acceptance of goods or services, the Contractor shall submit a complete and accurate invoice for payment from the State within thirty (30) days.



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4.2 Delivery. Unless stated otherwise in the Contract, all prices shall be F.O.B. Destination and shall include all freight delivery and unloading at the destination.

### 4.3 Applicable Taxes.

4.3.1 Payment of Taxes. The Contractor shall be responsible for paying all applicable taxes.

4.3.2 State and Local Transaction Privilege Taxes. The State of Arizona is subject to all applicable state and local transaction privilege taxes. Transaction privilege taxes apply to the sale and are the responsibility of the seller to remit. Failure collect such taxes from the buyer does not relieve the seller from its obligation to remit taxes.

4.3.3 Tax Indemnification. Contractor and all subcontractors shall pay all Federal, state and local taxes applicable to its operation and any persons employed by the Contractor. Contractor shall, and require all subcontractors to hold the State harmless from any responsibility for taxes, damages and interest, if applicable, contributions required under Federal, and/or state and local laws and regulations and any other costs including transaction privilege taxes, unemployment compensation insurance, Social Security and Worker's Compensation.

4.3.4 IRS W9 Form. In order to receive payment the Contractor shall have a current IRS W9 Form on file with the State of Arizona, unless not required by law.

4.4 Availability of Funds for the Next State fiscal year. Funds may not presently be available for performance under this Contract beyond the current state fiscal year. No legal liability on the part of the State for any payment may arise under this Contract beyond the current state fiscal year until funds are made available for performance of this Contract.

4.5 Availability of Funds for the current State fiscal year. Should the State Legislature enter back into session and reduce the appropriations or for any reason and these goods or services are not funded, the State may take any of the following actions:

4.5.1 Accept a decrease in price offered by the, contractor

4.5.2 Cancel the Contract

4.5.3 Cancel the contract and re-solicit the requirements.

## 5 Contract changes

5.1 Amendments. This Contract is issued under the authority of the Procurement Officer who signed this Contract. The Contract may be modified only through a Contract Amendment within the scope of the Contract. Changes to the Contract, including the addition of work or materials, the revision of payment terms, or the substitution of work or materials, directed by a person who is not specifically authorized by the procurement officer in writing or made unilaterally by the Contractor are violations of the Contract and of applicable law. Such changes, including unauthorized written Contract Amendments shall be void and without effect, and the Contractor shall not be entitled to any claim under this Contract based on those changes.

5.2 Subcontracts. The Contractor shall not enter into any Subcontract under this Contract for the performance of this contract without the advance written approval of the Procurement Officer. The Contractor shall clearly list any proposed subcontractors and the subcontractor's proposed responsibilities. The Subcontract shall incorporate by reference the terms and conditions of this Contract.

5.3 Assignment and Delegation. The Contractor shall not assign any right nor delegate any duty under this Contract without the prior written approval of the Procurement Officer. The State shall not unreasonably withhold approval.



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### 6 Risk and Liability

6.1 Risk of Loss. The Contractor shall bear all loss of conforming material covered under this Contract until received by authorized personnel at the location designated in the purchase order or Contract. Mere receipt does not constitute final acceptance. The risk of loss for nonconforming materials shall remain with the Contractor regardless of receipt.

### 6.2 Indemnification

6.2.1 Contractor/Vendor Indemnification (Not Public Agency) The parties to this contract agree that the State of Arizona, its' departments, agencies, boards and commissions shall be indemnified and held harmless by the contractor for the vicarious liability of the State as a result of entering into this contract. However, the parties further agree that the State of Arizona, its' departments, agencies, boards and commissions shall be responsible for its' own negligence. Each party to this contract is responsible for its' own negligence.

6.2.2 Public Agency Language Only Each party (as 'indemnitor') agrees to indemnify, defend, and hold harmless the other party (as 'indemnitee') from and against any and all claims, losses, liability, costs, or expenses (including reasonable attorney's fees) (hereinafter collectively referred to as 'claims') arising out of bodily injury of any person (including death) or property damage but only to the extent that such claims which result in vicarious/derivative liability to the indemnitee, are caused by the act, omission, negligence, misconduct, or other fault of the indemnitor, its' officers, officials, agents, employees, or volunteers."

6.3 Indemnification - Patent and Copyright. The Contractor shall indemnify and hold harmless the State against any liability, including costs and expenses, for infringement of any patent, trademark or copyright arising out of Contract performance or use by the State of materials furnished or work performed under this Contract. The State shall reasonably notify the Contractor of any claim for which it may be liable under this paragraph. If the contractor is insured pursuant to A.R.S. § 41-621 and § 35-154, this section shall not apply.

### 6.4 Force Majeure.

6.4.1 Except for payment of sums due, neither party shall be liable to the other nor deemed in default under this Contract if and to the extent that such party's performance of this Contract is prevented by reason of force majeure. The term "*force majeure*" means an occurrence that is beyond the control of the party affected and occurs without its fault or negligence. Without limiting the foregoing, force majeure includes acts of God; acts of the public enemy; war; riots; strikes; mobilization; labor disputes; civil disorders; fire; flood; lockouts; injunctions-intervention-acts; or failures or refusals to act by government authority; and other similar occurrences beyond the control of the party declaring force majeure which such party is unable to prevent by exercising reasonable diligence.

6.4.2 Force Majeure shall not include the following occurrences:

6.4.2.1 Late delivery of equipment or materials caused by congestion at a manufacturer's plant or elsewhere, or an oversold condition of the market;

6.4.2.2 Late performance by a subcontractor unless the delay arises out of a force majeure occurrence in accordance with this force majeure term and condition; or

6.4.2.3 Inability of either the Contractor or any subcontractor to acquire or maintain any required insurance, bonds, licenses or permits.

6.4.3 If either party is delayed at any time in the progress of the work by force majeure, the delayed party shall notify the other party in writing of such delay, as soon as is practicable and no later than the



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following working day, of the commencement thereof and shall specify the causes of such delay in such notice. Such notice shall be delivered or mailed certified return receipt and shall make a specific reference to this article, thereby invoking its provisions. The delayed party shall cause such delay to cease as soon as practicable and shall notify the other party in writing when it has done so. The time of completion shall be extended by Contract Amendment for a period of time equal to the time that results or effects of such delay prevent the delayed party from performing in accordance with this Contract.

6.4.4 Any delay or failure in performance by either party hereto shall not constitute default hereunder or give rise to any claim for damages or loss of anticipated profits if, and to the extent that such delay or failure is caused by force majeure.

6.5 Third Party Antitrust Violations. The Contractor assigns to the State any claim for overcharges resulting from antitrust violations to the extent that those violations concern materials or services supplied by third parties to the Contractor, toward fulfillment of this Contract.

### 7 Warranties

7.1 Liens. The Contractor warrants that the materials supplied under this Contract are free of liens and shall remain free of liens.

7.2 Quality. Unless otherwise modified elsewhere in these terms and conditions, the Contractor warrants that, for one year after acceptance by the State of the materials, they shall be:

7.2.1 Of a quality to pass without objection in the trade under the Contract description;

7.2.2 Fit for the intended purposes for which the materials are used;

7.2.3 Within the variations permitted by the Contract and are of even kind, quantity, and quality within each unit and among all units;

7.2.4 Adequately contained, packaged and marked as the Contract may require; and

7.2.5 Conform to the written promises or affirmations of fact made by the Contractor.

7.3 Fitness. The Contractor warrants that any material supplied to the State shall fully conform to all requirements of the Contract and all representations of the Contractor, and shall be fit for all purposes and uses required by the Contract.

7.4 Inspection/Testing. The warranties set forth in subparagraphs 7.1 through 7.3 of this paragraph are not affected by inspection or testing of or payment for the materials by the State.

7.5 Compliance With Applicable Laws. The materials and services supplied under this Contract shall comply with all applicable Federal, state and local laws, and the Contractor shall maintain all applicable licenses and permit requirements.

7.6 Survival of Rights and Obligations after Contract Expiration or Termination.

7.6.1 Contractor's Representations and Warranties. All representations and warranties made by the Contractor under this Contract shall survive the expiration or termination hereof. In addition, the parties hereto acknowledge that pursuant to A.R.S. § 12-510, except as provided in A.R.S. § 12-529, the State is not subject to or barred by any limitations of actions prescribed in A.R.S., Title 12, Chapter 5.



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7.6.2 Purchase Orders. The Contractor shall, in accordance with all terms and conditions of the Contract, fully perform and shall be obligated to comply with all purchase orders received by the Contractor prior to the expiration or termination hereof, unless otherwise directed in writing by the Procurement Officer, including, without limitation, all purchase orders received prior to but not fully performed and satisfied at the expiration or termination of this Contract.

### 8 State's Contractual Remedies

8.1 Right to Assurance. If the State in good faith has reason to believe that the Contractor does not intend to, or is unable to perform or continue performing under this Contract, the Procurement Officer may demand in writing that the Contractor give a written assurance of intent to perform. Failure by the Contractor to provide written assurance within the number of Days specified in the demand may, at the State's option, be the basis for terminating the Contract under the Uniform Terms and Conditions or other rights and remedies available by law or provided by the contract.

#### 8.2 Stop Work Order.

8.2.1 The State may, at any time, by written order to the Contractor, require the Contractor to stop all or any part, of the work called for by this Contract for period(s) of days indicated by the State after the order is delivered to the Contractor. The order shall be specifically identified as a stop work order issued under this clause. Upon receipt of the order, the Contractor shall immediately comply with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the order during the period of work stoppage.

8.2.2 If a stop work order issued under this clause is canceled or the period of the order or any extension expires, the Contractor shall resume work. The Procurement Officer shall make an equitable adjustment in the delivery schedule or Contract price, or both, and the Contract shall be amended in writing accordingly.

8.3 Non-exclusive Remedies. The rights and the remedies of the State under this Contract are not exclusive.

8.4 Nonconforming Tender. Materials or services supplied under this Contract shall fully comply with the Contract. The delivery of materials or services or a portion of the materials or services that do not fully comply constitutes a breach of contract. On delivery of nonconforming materials or services, the State may terminate the Contract for default under applicable termination clauses in the Contract, exercise any of its rights and remedies under the Uniform Commercial Code, or pursue any other right or remedy available to it.

8.5 Right of Offset. The State shall be entitled to offset against any sums due the Contractor, any expenses or costs incurred by the State, or damages assessed by the State concerning the Contractor's non-conforming performance or failure to perform the Contract, including expenses, costs and damages described in the Uniform Terms and Conditions.

### 9 Contract Termination

9.1 Cancellation for Conflict of Interest. Pursuant to A.R.S. § 38-511, the State may cancel this Contract within three (3) years after Contract execution without penalty or further obligation if any person significantly involved in initiating, negotiating, securing, drafting or creating the Contract on behalf of the State is or becomes at any time while the Contract or an extension of the Contract is in effect an employee of or a consultant to any other party to this Contract with respect to the subject matter of the Contract. The cancellation shall be effective when the Contractor receives written notice of the cancellation unless the notice specifies a later time. If the Contractor is a political subdivision of the State, it may also cancel this Contract as provided in A.R.S. § 38-511.

9.2 Gratuities. The State may, by written notice, terminate this Contract, in whole or in part, if the State determines that employment or a Gratuity was offered or made by the Contractor or a representative of the



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Contractor to any officer or employee of the State for the purpose of influencing the outcome of the procurement or securing the Contract, an amendment to the Contract, or favorable treatment concerning the Contract, including the making of any determination or decision about contract performance. The State, in addition to any other rights or remedies, shall be entitled to recover exemplary damages in the amount of three times the value of the Gratuity offered by the Contractor.

- 9.3 **Suspension or Debarment.** The State may, by written notice to the Contractor, immediately terminate this Contract if the State determines that the Contractor has been debarred, suspended or otherwise lawfully prohibited from participating in any public procurement activity, including but not limited to, being disapproved as a subcontractor of any public procurement unit or other governmental body. Submittal of an offer or execution of a contract shall attest that the contractor is not currently suspended or debarred. If the contractor becomes suspended or debarred, the contractor shall immediately notify the State.
- 9.4 **Termination for Convenience.** The State reserves the right to terminate the Contract, in whole or in part at any time, when in the best interests of the State without penalty or recourse. Upon receipt of the written notice, the Contractor shall stop all work, as directed in the notice, notify all subcontractors of the effective date of the termination and minimize all further costs to the State. In the event of termination under this paragraph, all documents, data and reports prepared by the Contractor under the Contract shall become the property of and be delivered to the State upon demand. The Contractor shall be entitled to receive just and equitable compensation for work in progress, work completed and materials accepted before the effective date of the termination. The cost principles and procedures provided in A.A.C. R2-7-701 shall apply.
- 9.5 **Termination for Default**
- 9.5.1 In addition to the rights reserved in the contract, the State may terminate the Contract in whole or in part due to the failure of the Contractor to comply with any term or condition of the Contract, to acquire and maintain all required insurance policies, bonds, licenses and permits, or to make satisfactory progress in performing the Contract. The Procurement Officer shall provide written notice of the termination and the reasons for it to the Contractor.
- 9.5.2 Upon termination under this paragraph, all goods, materials, documents, data and reports prepared by the Contractor under the Contract shall become the property of and be delivered to the State on demand.
- 9.5.3 The State may, upon termination of this Contract, procure, on terms and in the manner that it deems appropriate, materials or services to replace those under this Contract. The Contractor shall be liable to the State for any excess costs incurred by the State in procuring materials or services in substitution for those due from the Contractor.
- 9.6 **Continuation of Performance Through Termination.** The Contractor shall continue to perform, in accordance with the requirements of the Contract, up to the date of termination, as directed in the termination notice.
- 10 **Contract Claims.** All contract claims or controversies under this Contract shall be resolved according to A.R.S. Title 41, Chapter 23, Article 9, and rules adopted thereunder.
- 11 **Arbitration.** The parties to this Contract agree to resolve all disputes arising out of or relating to this contract through arbitration, after exhausting applicable administrative review, to the extent required by A.R.S. § 12-1518, except as may be required by other applicable statutes (Title 41).
- 12 **Comments Welcome.** The State Procurement Office periodically reviews the Uniform Terms and Conditions and welcomes any comments you may have. Please submit your comments to: State Procurement Administrator, State Procurement Office, 100 North 15<sup>th</sup> Avenue, Suite 201, Phoenix, Arizona 85007.



# Attachment I

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## OFFEROR'S KEY PERSONNEL

Answer all questions thoroughly. This Attachment shall be completed for all key personnel in the administration of any resultant contract under this solicitation. A separate resume may be attached as supplemental information, but shall not take the place of this attachment. Answers such as "See attached Resume" will not be accepted. If resumes are included please also reference the position on the resume.

Position	Employee Name
<b>Current Information</b>	
Position Currently Held in Firm:	
Years With Firm:	
Years in Current Position:	
Years Experience in Role:	
Percentage of Employee's Time Dedicated to This Contract:	%

Related Experience		
Project Name		
Job Title	Project Begin Date	Project Ending Date
Duties Performed Related to Proposed Position		
Project Name		
Job Title	Project Begin Date	Project Ending Date
Duties Performed Related to Proposed Position		

Identify the primary function(s) of the candidate in performing the services required by this solicitation. Indicate the corresponding solicitation/response page and paragraph number(s) within the description.



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### QUESTIONNAIRE INSTRUCTIONS:

Attach as part of your ProcureAZ proposal, a singular file in Adobe Acrobat (PDF) format named **ADSP013-0000xxxx [Offeror's Name] 'Response\_Questionnaire.pdf'** that contain the responses to all of the Questionnaire items ("items") listed below.

#### Responding to the Proposal:

- A. Include the item number when responding to each item.
- B. Prepare each item response in the form indicated demonstrating your ability to satisfy the Scope of Work.
- C. When an item asks Offeror to describe methods, policies, procedures or systems, describe the logical progression of tasks and efforts starting with the initial steps or tasks to be accomplished and continuing until all proposed tasks are fully described.
- D. Use straightforward language limited to facts, solutions to problems, and plans of proposed action.
- E. Limit the use of technical language to describing technical processes.
- F. Submit responses in the order listed below.

### ITEMS:

#### 1. Method of Approach:

- A. Offeror shall state the specific high-level category to which they are proposing and provide a narrative of how Offeror will effectively provide the temporary personnel services under the specific temporary staffing high-level category. The narrative should be straightforward and limited to facts, solutions to problems, and plans of proposed action:
  - a. Accounting
  - b. Administrative
  - c. Call Center
  - d. Data Entry
  - e. Education
  - f. Insurance
  - g. Legal
  - h. Light Industrial
  - i. Marketing
  - j. Medical / Healthcare
  - k. Special Expertise
  - l.
- B. Job Titles/Job Descriptions: Offeror shall use **Attachment III** to submit Job Title(s) and corresponding job description(s) that may fall under each high-level category.
  - It is expected that when defining a lower job title and job description, it is assumed that the next higher level, a mid-level position per se, will entail the same qualifications as an entry level plus those mid-level qualifications. Therefore, for the next higher level job title, only the job description qualifications that delineate the higher level position(s) from the lower position shall be explained for that higher position job title.
- C. Understanding of Offer:
  - a. Offeror's response is complete and demonstrates their ability to provide the services specified in the Scope of Work.
  - b. Offer shall provide its policies and training procedures its personnel received prior to their work assignments.
  - c. How is the skill level of personnel determined?
  - d. Are assessment tests given to hired personnel?



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- D. **Workplace Preparedness:** Describe the process Offeror uses to ensure the workplace readiness of temporary staff personnel, quality and timeliness of communication with the Customer.
- E. **Communication:** Offeror shall describe how the following are addressed
- Professional appearance;
  - Reliability – punctuality, attendance
  - Recruitment process
- A. **Temporary Staffing Services:**
- Provide details on your processes to accept temporary placement requests. This is the typical fulfillment process of temporary staffing beginning with initial request from Customer to actual placement.
  - Describe your methods used to initially screen assignment employees.
  - What is your success ratio in placing assignment employees?
  - What are your sources of obtaining assignment employees?
  - What is the turnover rate of your assignment employees?
  - What type of training is provided to your assignment employees?
  - To what extent is customer satisfaction measured and reported and what methods of determining customer satisfaction are used?
  - Discuss how you will ensure timely payments to your temporary staff.
  - Please provide Offeror's standard response times to telephone or voice mail messages from Customer.
  - What is the Offeror's standard process and timeframe in reporting to Customer of temporary staff absences and same-day replacement if requested?
2. **Capacity of Offeror:** Offeror's shall describe their organizational capacity to support the State and its Customer under any resultant contract.
- A. **Subcontracting:** Offeror's shall describe their Subcontractors used in the provision of the Services. Offeror's shall provide evidence of their training, experience and performance supporting similar Customers. Offeror's shall include Subcontractor Key Personnel as part of **Attachment I**.
- B. **Offeror Organization:** Offeror's total organization, management and ownership structure. Include an organizational chart clearly delineating each entity within the organization
- C. **Experience / Background:** Disclose education as it relates to providing services, expertise and experience (this shall relate to subcontractors as well) pertaining to the staff that will be providing services in a possible resultant contract.
- Provide a brief history of the organization which shall include substantial evidence your company has provided these types of services, include customer names, project details, start/complete dates and description of services provided, issues and description of how issues were resolved.
  - Submit a description of services provided to other government entities (within and/or outside of Arizona) requesting a similar scope. Provide extensive details of those services provided as they compare with those described within this Solicitation.
- D. **Legal:** Is Offeror involved in any legal proceedings, lawsuits or governmental regulatory actions taken or pending, and any contractual demands for assurance regarding the provision of similar services?
- YES  
(List any past and/or pending litigation or disputes relating to the services described herein with which your company has been involved within the last five (5) years. The list shall include the other company's name, name of the project, the nature of the litigation, and the current status of the dispute. Also list any contractual demands for assurance regarding the provision of similar services).
- NO



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### 3. Price Submission.

- a. Offeror's are to submit in ProcureAZ their hourly rate using the Unit Cost field, additionally use the Alternate description field following format:

Category — Job Title - Job Description for each temporary staff position being proposed.

If additional line items are required, provide a Microsoft Excel spreadsheet (.xls) or (.xlsx) in the following field format.

Category – Job Title - Job Description – hourly rate

- b. If applicable, provide overtime, holiday and/or shift differential pay in this section (b) below.



# Attachment III

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## Attachment III – Job Titles and Job Descriptions

Scope of Work Reference #	JOB TITLE	JOB DESCRIPTION
(Insert additional Rows as needed under each category for subcategory job titles and job descriptions)		
<p><b>NOTE: When transitioning from an entry level position to mid-level, etc., Offeror shall ONLY reflect what additional duties or qualifications are involved in the higher position as describe in Section 1B "Method of Approach" on Attachment III.</b></p>		
<b>3.1.1 - Accounting</b>	Minimal Duties	General Duties & Qualifications include the following at a minimum – Knowledge of Generally Accepted Accounting Principles (GAAP); Knowledge of basic office equipment including a 10-key calculator, Familiarity or knowledge of basic accounting/bookkeeping terminology and concepts, Knowledge of computerized/automated accounting systems, Balancing calculated totals with receipts, posting credit or debit detail to accounting ledgers (e.g., receivables, payables, general ledger), Verifying the accuracy of vouchers, purchase orders, invoices or payments, Gathering data or researching; Must possess analytical skills, Performing various clerical duties. Offeror may add positions as applicable to this high-level category.
(Insert sub-category)	(Insert job title)	(Insert job description)
(Insert sub-category)	(Insert job title)	(Insert job description)
<b>3.1.2 – Administrative / Clerical</b>	Minimal Duties	General Duties & Qualifications include the following at a minimum - Knowledge of various office equipment including postage meter and 10-key calculator, Ability to accurately count materials / items, Knowledge of standard filing systems, Ability to do detailed work, Ability to perform simple mathematical calculations, Ability to follow instructions, Sorting and filing materials according to an alphabetic, numeric or color-coded system, Creating lists or directories, Verifying information on forms. Producing memos, letters, lists, reports, etc., from handwritten, typewritten or printed drafts, sorting and filing materials, Photocopying / using a facsimile machine; Ability to produce documents following company standards, Ability to proof and correct errors in documents, Knowledge of standard and electronic filing systems, Personal computer (PC), Photocopy machine, Printer and 10-Key calculator. Proficient at grammar, spelling, punctuation, and proofreading. Offeror may add positions as applicable to this high-level category.
(Insert sub-category)	(Insert job title)	(Insert job description)
(Insert sub-category)	(Insert job title)	(Insert job description)
<b>3.1.3 – Call Center</b>	Minimal Duties	General Duties & Qualifications include the following at a minimum - Knowledge of basic office equipment including a personal computer, electronic key system (EKS), telephone and headset, Ability to communicate and record information accurately, Ability to question others to determine specific needs, Ability to deal with people patiently, Ability to proofread and correct errors, Receive and place telephone calls, Fill out and verify information on forms or records, Proofread to verify that forms are completed properly. Offeror may add positions as applicable to this high-level category.
(Insert sub-category)	(Insert job title)	(Insert job description)



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(Insert sub-category)	(Insert job title)	(Insert job description)
<b>3.1.4 – Data Entry</b>	Minimal Duties	General Duties & Qualifications include the following at a minimum - Knowledge of basic office equipment including personal computer / CRT, mainframe and 10-Key calculator, Ability to follow instructions, Ability to perform repetitive work, Ability to do detailed work, Ability to proofread and correct errors, Inputting information into a computer, Accessing information from a computer, Verifying information on a screen, Performing various clerical duties. Responsible for editing, processing (data entry) and distribution of raw source documents; Consults with supervisor in providing needed information for keying process; Adheres to strict batch processing schedule to meet deadlines; Skills/Qualifications: Data Entry Skills, Typing, Confidentiality, Attention to Detail, Thoroughness, Independence, Documentation Skills, Problem Solving, Analyzing Information , Dependability, Results Driven. Offeror may add positions as applicable to this high-level category.
(Insert sub-category)	(Insert job title)	(Insert job description)
(Insert sub-category)	(Insert job title)	(Insert job description)
<b>3.1.5 – Education</b>	Minimal Duties	General Duties & Qualifications include the following at a minimum - Bachelor's degree from an accredited institution with a valid Arizona teaching, administrative or substitute teacher certificate, Ability to follow pre-developed lesson plans, Ability to establish and maintain a quality learning environment, Ability to verbally communicate learning concepts, Ability to work within the guidelines and policies of school administration, Ability to remain on feet for long periods of time, Organizational ability, Patience, Desire to work with children. Offeror may add positions as applicable to this high-level category.
(Insert sub-category)	(Insert job title)	(Insert job description)
(Insert sub-category)	(Insert job title)	(Insert job description)
<b>3.1.6 – Insurance</b>	Minimal Duties	General Duties & Qualifications include the following at a minimum - Considerable knowledge of insurance industry and medical terminology, ability to understand, investigate, negotiate, settle , analyze and evaluate information from engineers, architects, contractors, accountants, CPAs, physicians, etc., Ability to interpret and apply Federal and State statutes, rules, and policies and procedures of State government, universities and county court systems and the legal rules of civil procedures in both Federal and State lawsuits, Skill in customer service and interpersonal relations as applied to contracts with other agency staff, representatives of other governmental agencies, carriers, medical providers, claimant's dependents, employers, attorneys and the public, Skill in negotiating claim settlements with claimants, attorneys and/or third parties, Skill in written and oral communication, Skill in electronic communications including claim evaluation reports, Skill in planning, organizing, interpreting and analyzing complex legal, medical, economic, accident reconstruction and contractual situations to reach logical conclusions and reasonable recommendations, Knowledge of labor market conditions, Knowledge of State government, structure and functions, Knowledge of insurance industry and medical terminology. Valid Arizona driver's license. Offeror may add positions as applicable to this high-level category.
(Insert sub-category)	(Insert job title)	(Insert job description)
(Insert sub-category)	(Insert job title)	(Insert job description)



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3.1.7 – Legal	Minimal Duties	General Duties & Qualifications include the following at a minimum - Knowledge of legal terminology and legal environment required, Producing documents such as letters, memos, proposals and statistical material, Transcribing shorthand notes, Transcribing from voice recordings, Proofreading and correcting documents, Placing, receiving and routing phone calls, Scheduling appointments, Making travel or meeting arrangements, Handling incoming and outgoing mail, Compiling information and record keeping, Photocopying / using a facsimile machine, Performing simple mathematical calculations, Ability to produce documents following company standards, Ability to proofread and correct errors in documents, Ability to communicate clearly and accurately, Ability to use Dictation / transcription equipment, Electric / electronic typewriter, Facsimile machine, Personal computer (PC) and Photocopy machine. Offeror may add positions as applicable to this high-level category.
(Insert sub-category)	(Insert job title)	(Insert job description)
(Insert sub-category)	(Insert job title)	(Insert job description)
3.1.8 – Light Industrial	Minimal Duties	General Duties & Qualifications include the following at a minimum - Ability to use a variety of tools / maintenance equipment, Possess manual dexterity, Ability to perform repetitive work, Ability to follow instructions, Ability to identify flaws or imperfections in a product, Ability to handle large objects, Ability to transport items weighing up to 75 pounds, Ability to accurately count materials, Ability to walk, sit or stand for long periods of time, Knowledge of safety requirements or procedures, Safety steel toed shoes required, possess a valid Arizona's Driver's License as required by customer, Checking or inspecting materials / products to make sure they meet standards, Verifying information or accessing information in tables / lists, Counting materials and performing simple mathematical calculations, Copying numbers, codes or other information and filling out forms, Removing dirt and trash from work areas, Cleaning floors, sinks, toilets, bathtubs or showers, Dusting or wiping furniture, fixtures or equipment, Maintaining company grounds, Setting up tables, chairs or equipment, Packing materials or products into shipping containers, Sealing or wrapping packages for shipment, Placing labels or stickers on materials, Unpacking incoming materials, Checking materials for proper quantities, Requesting materials from an in-house source, Ability to meet Department of Health standards for food workers, Washing dishes, pans and utensils. Offeror may add positions as applicable to this high-level category..
(Insert sub-category)	(Insert job title)	(Insert job description)
(Insert sub-category)	(Insert job title)	(Insert job description)
3.1.9 – Marketing	Minimal Duties	General Duties & Qualifications include the following at a minimum - Handling stock / supplies, Counting items / materials, Performing simple mathematical calculations, Ability to transport items weighing up to 25 pounds, Ability to stand, sit or walk for long periods of time, Ability to use a calculator/10-key calculator/Cash register, Answering product questions, Distributing flyers, samples, etc., Ability to communicate clearly and accurately, Ability to learn a company's products or services, Greeting and assisting visitors / delegates / conferees who attend conventions, seminars, trade shows, exhibits or other events, Placing, receiving and routing phone calls, Taking messages, Ability to interact with others using tact and diplomacy, Ability to deal with people patiently, Ability to record information. Offeror may add positions as applicable to this high-level category.



## Attachment III

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Description: Temporary Staffing Services

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(Insert sub-category)	(Insert job title)	(Insert job description)
(Insert sub-category)	(Insert job title)	(Insert job description)
<b>3.1.10 – Medical / Healthcare</b>	<b>Minimal Duties</b>	<p>General Duties &amp; Qualifications include the following at a minimum - Knowledge of medical terminology and medical environment required, Knowledge of basic office equipment; Familiarity / knowledge of basic accounting terminology and concepts, Knowledge of computerized accounting systems, Balancing calculated totals with receipts, posting credit or debit detail to accounting ledgers (e.g., receivables, payables, general ledger), Verifying the accuracy of vouchers, purchase orders, invoices or payments, Performing various clerical duties, Knowledge of basic office equipment including microfilm / fiche camera, microfilm / fiche reader or printer, postage meter and 10-key calculator, Ability to accurately count materials / items, Knowledge of standard filing systems, Ability to do detailed work, Ability to perform simple mathematical calculations, Ability to follow instructions, Sorting and filing materials according to an alphabetic, numeric or color-coded system, Creating lists or directories, Verifying information on forms. Producing documents such as letters, memos, proposals and statistical material, Transcribing shorthand notes, Transcribing from voice recordings, Proofreading and correcting documents, Placing, receiving and routing phone calls, Scheduling appointments, Making travel or meeting arrangements, Handling incoming and outgoing mail, Compiling information and record keeping, Photocopying / using a facsimile machine, Performing simple mathematical calculations, Ability to produce documents following company standards, Ability to proofread and correct errors in documents, Ability to communicate clearly and accurately, Ability to use Facsimile machine, Personal computer (PC) and Printer/Copier Offeror may add positions as applicable to this high-level category.</p>
(Insert sub-category)	(Insert job title)	(Insert job description)
(Insert sub-category)	(Insert job title)	(Insert job description)
<b>3.1.11 – Special Expertise</b>	<b>Minimal Duties</b>	<p>General Duties &amp; Qualifications include following – Knowledge of standard office practices, procedures, equipment and adult learning techniques. Bachelor's degree and work in area of expertise for a minimum of three years along with a proven track record. Must have excellent written and verbal communication skills, be proficient in research, interpreting, and analyzing diverse data and possess the ability to work collaboratively and independently to achieve stated goals. Must possess excellent problem solving skills. Responds quickly to customer requests and handle stressful situations in a professional manner. Offeror may add positions as applicable to this high-level category.</p>
(Insert sub-category)	(Insert job title)	(Insert job description)
(Insert sub-category)	(Insert job title)	(Insert job description)

(End of Solicitation)

	<b>Offer and Acceptance</b>		State of Arizona <b>State Procurement Office</b> 100 N.15th Ave., Suite 201 Phoenix, AZ 85007
	SOLICITATION NO.: RFP ADSP013-00002527	PAGE 3	
	OFFEROR: Randstad North America, L.P.	OF 44	

**OFFER**

**TO THE STATE OF ARIZONA:**

The Undersigned hereby offers and agrees to furnish the material, service or construction in compliance with all terms, conditions, specifications and amendments in the Solicitation and any written exceptions in the offer. Signature also certifies Small Business status.

Arizona Transaction (Sales) Privilege Tax License No.:

Federal Employer Identification No.:



E-mail: travis.laird@randstadusa.com

Phone: 602.524.7202

Fax: 602.200.3911

**Randstad North America, L.P.**

Company Name

2015 South Park Place

Address

Atlanta

GA

30339

City

State

Zip



Signature of Person Authorized to Sign Offer

**Kent Peters**

Printed Name

**Director, Contract Administration**

Title

By signature in the Offer section above, the Offeror certifies:

1. The submission of the Offer did not involve collusion or other anticompetitive practices.
2. The Offeror shall not discriminate against any employee or applicant for employment in violation of Federal Executive Order 11246, State Executive Order 2009-09 or A.R.S. §§ 41-1461 through 1465.
3. The Offeror has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted offer. Failure to provide a valid signature affirming the stipulations required by this clause shall result in rejection of the offer. Signing the offer with a false statement shall void the offer, any resulting contract and may be subject to legal remedies provided by law.
4. The Offeror certifies that the above referenced organization  IS/  IS NOT a small business with less than 100 employees or has gross revenues of \$4 million or less.
5. In accordance with A.R.S. §35-393, the offeror hereby certifies that the Offeror does not have scrutinized business operations in Iran.
6. In accordance with A.R.S. §35-391, the offeror hereby certifies that the Offeror does not have scrutinized business operations in Sudan.

**ACCEPTANCE OF OFFER**

The Offer is hereby accepted.

The Contractor is now bound to sell the materials or services listed by the attached contract and based upon the solicitation, including all terms, conditions, specifications, amendments, etc., and the Contractor's Offer as accepted by the State.

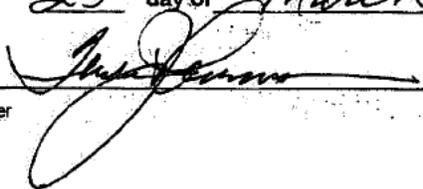
This Contract shall henceforth be referred to as Contract No.

ADSP013-043967. The Contractor has been cautioned not to commence any billable work or to provide any material or service under this contract until Contractor receives purchase order, contract release document or written notice to proceed.

State of Arizona  
Awarded this

25<sup>th</sup> day of March 20 13

Procurement Officer



	<b>Solicitation Amendment 1</b>		State of Arizona State Procurement Office 100 N. 15 <sup>TH</sup> Avenue, Suite 201 Phoenix, AZ 85007
	Solicitation No.: ADSP013-00002527	Page 1	
	Description: Temporary Staffing Services	OF 1	
Amendment No.: 1			

Pursuant to the Uniform Instructions to Offerors, Item C.7, Solicitation Amendments, the above referenced solicitation shall be amended as follows:

The following attachments are hereby modified as follows:

1. **Attachment II** is modified to correct formatting error.
  - a. Letter A. **“Temporary Staffing Services”**, is hereby modified to reflect correct letter F. **“Temporary Staffing Services”**
2. **Scope of Work Section 3.1.11** is modified to remove subcategory:
  - a. Suggested subcategory **“Procurement”** is hereby removed as this subcategory will not be considered for this solicitation.

**ACKNOWLEDGEMENT**

**ACKNOWLEDGEMENT OF SOLICITATION AMENDMENT SHALL BE DONE ELECTRONICALLY PRIOR TO OFFER DUE DATE AND TIME.** All other all terms, conditions, specifications and amendments to the Solicitation remain unchanged.



# Contract Amendment

State of Arizona  
State Procurement Office  
100 N. 15<sup>TH</sup> Avenue, Suite 201  
Phoenix, AZ 85007

Contract No.: ADSP013-043967

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Amendment No.: 2

**CONTRACTOR:**

RANDSTAD US LP  
3800 N. Central Ave.  
Suite C-100  
Phoenix, AZ 85012

CONTACT: Marissa Ogden  
PHONE: (602)200-3910  
EMAIL: Marissa.ogden@randstadusa.com

**STATE AGENCY:**

AZ Department of Administration  
State Procurement Office  
100 N. 15<sup>th</sup> Avenue, Suite 201  
Phoenix, AZ 85007

CONTACT: Cindy Tucker  
PHONE: 602-364-1347  
EMAIL: cindy.tucker@azdoa.gov

### Temporary Staffing Services

1. In accordance with Special Terms and Conditions, Paragraph 21, Term of Contract, on Page 18, the aforementioned contract is hereby extended for an additional one-year period.
  - 1.1 The above referenced contract shall be extended from March 31, 2015 to April 1, 2016.
  - 1.2 Certificate of Insurance on file shall be in accordance with Special Terms and Conditions, Paragraph 12, Insurance Requirements on Page 13 shall be submitted for the third Term of the contract through March 31, 2016.
  - 1.3 All other terms and conditions remain the same.

This Contract Amendment is not binding against the State of Arizona unless signed by an authorized representative of the Contractor and then accepted in writing by an authorized representative of the State.

Contractor hereby acknowledges receipt and understanding of the above amendment.

The above referenced contract amendment is hereby executed this date by the State.

Signature

2/12/15

Date

Kent Peters  
Vice President of  
Contract Management

Printed/Typed Name and Title

Cynthia L. Tucker

February 12, 2015

Signature

Date

Cynthia L. Tucker  
Cynthia L Tucker, Sr. Procurement Officer  
Printed/Typed Name and Title

## **ATTACHMENTS I-II**



# Attachment I

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## OFFEROR'S KEY PERSONNEL

Answer all questions thoroughly. This Attachment shall be completed for all key personnel in the administration of any resultant contract under this solicitation. A separate resume may be attached as supplemental information, but shall not take the place of this attachment. **Answers such as "See attached Resume" will not be accepted.** If resumes are included please also reference the position on the resume.

Regional Vice President

Travis Laird

### Current Information

[REDACTED]	Regional Vice President
[REDACTED]	7 years
[REDACTED]	5 months
[REDACTED]	4 years
[REDACTED]	35%, based on volume

### Related Experience

State of Arizona		
Branch Manager, Area Vice President, Regional Vice President	October 2005	present
Support temporary staffing services for 20 agencies and 115 points-of-contact within the State of Arizona. Staff between 300-750 temporary positions annually for the Department of Revenue, Department of Economic Security and Department of Administration.		
JPMorgan Chase		
Branch Manager, Area Vice President, Regional Vice President	July 2008	present
Strategic staffing supplier for JPMorgan Chase who is contracted to processes federal documents for the U.S. Department of Homeland Security. Peak season high volume recruiting of 350+ data entry and application and processing clerks with 2-week lead time. Multi-channel recruiting, assessment screening, coordinate processing of FBI fingerprint screening forms, customized on-boarding process, and 24/7 on-call service provided for department managers.		

Identify the primary function(s) of the candidate in performing the services required by this solicitation. Indicate the corresponding solicitation/response page and paragraph number(s) within the description.

- Continuing to serve as the State of Arizona's single point-of-contact, Travis Laird will leverage his intimate understanding of your business environment and corporate culture and act as the single point-of-contact for all customer service issues. Travis will be responsible for maintaining service continuity, ensuring service commitments and providing challenge resolution across all participating Randstad offices. (page 24, paragraph 1)
- Disclose education as it relates to providing services, expertise and experience (this shall relate to subcontractors as well) pertaining to the staff that will be providing services in a possible resultant contract. (page 25, paragraph 4)
- Regular monitoring of client service level commitments (page 21, paragraph 1)



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State of Arizona Account Manager

Marissa Ogden

## Current Information

[REDACTED]	Assistant Branch Manager
[REDACTED]	7
[REDACTED]	2.5
[REDACTED]	7
[REDACTED]	95%

## Related Experience

State of Arizona		
State of Arizona Account Manager	2006	Present
Provide qualified temporary staff to over 30 State Agencies and co-op members. Adhere to compliance guidelines and provide Agency-specific orientations as required. Continually build and maintain relationships with over 120 State of Arizona and co-op member points-of-contact. Staff over 300 positions annually.		
Department of Revenue Tax Season Ramp-up		
State of Arizona Account Manager	2010	Present
Oversee staffing for the Department of Revenue during the tax season. Provide Department of Revenue-specific orientation ensuring compliance is met. Hire and manage up to 75+ employees and maintain pipeline of temps ready to go at a moment's notice.		

Identify the primary function(s) of the candidate in performing the services required by this solicitation. Indicate the corresponding solicitation/response page and paragraph number(s) within the description.

<p><b>Page 5, 3.1 - Temporary Staffing Categories</b> Provide qualified temporary employees for the State of Arizona and its Co-op Members by correctly identifying the appropriate job title and associated bill rate.</p> <p><b>Page 5, 4.1 - General Requirements</b> Ensure adherence to all General Requirements under Section 4 by understanding the needs of the Agency/Coop Member, by providing the temporary employee a State of AZ orientation to go over rules and regulations, and by following invoicing and PO requirements.</p> <p><b>Page 6, c.</b> Thoroughly screen talent during an interview and the assessment stage of the recruitment/hiring process to ensure qualifications and skill levels are appropriate to the open position.</p> <p><b>Page 11, A. Temporary Staffing Services</b> Follow our hiring process to deliver a high quality individual to meet the needs of the Department.</p> <p><b>Page 23, C. Experience/Background</b> Oversee additional staff that recruit and place temporary employees at the State of Arizona.</p>
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## OFFEROR'S KEY PERSONNEL

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Managing Director

Kari Kippelman

## Current Information

[REDACTED]	Managing Director
[REDACTED]	4 months
[REDACTED]	4 months
[REDACTED]	6 years
[REDACTED]	10-20%, based on volume

## Related Experience

State of Arizona		
District Manager/Recruiter, Kelly Services and Managing Director, Randstad	May 2007	present
<b>Duties Performed Related to Proposed Position</b>		
Support temporary staffing services for various sections of the State of Arizona. Fill temporary positions, relationship management/development, invoicing, auditing, and management of temporary staff located within State departments. Also, supporting a team of recruiters who support temporary business at the State. Determine recruiting strategies to manage the account in an efficient, timely manner.		
Bank of America		
[REDACTED]	August 2011	October 2012
Filled a high volume of temporary positions under tight time constraints, audited invoicing, managed temporary workforce, and designed recruiting plans to support volume in an efficient, timely manner. Account management, including relationship management/development.		

Identify the primary function(s) of the candidate in performing the services required by this solicitation. Indicate the corresponding solicitation/response page and paragraph number(s) within the description.

1. Provide temporary staffing support in a timely, efficient manner (page 5, 3.1 and 3.2).
2. Communicate efficiently with State departments requiring contingent workforce needs in order to fully understand the positions we are assisting with. (page. 6 – Client-specific Orientation)
3. Thoroughly screen candidates to ensure skill sets meet the requirements requested. (Page 6 – Position-specific Skill Assessment)
4. Complete on-boarding and orientation of all contractors being placed at the State to ensure they are fully prepared to abide by all requirements of the State departments. (Page 9, paragraph E)
5. Execute a specialized recruiting plan to attract top talent meeting the various needs of the State. (Page 10 – Recruiting Strategy)
6. Conduct various quality control checks to insure contingent workforce is performing to expectations. (Page 17, Performance Feedback Process)
7. Manage branch staff that assist in supporting all of the above functions for fulfilling temporary needs for the State.

## OFFEROR'S KEY PERSONNEL



# Attachment I

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Answer all questions thoroughly. This Attachment shall be completed for all key personnel in the administration of any resultant contract under this solicitation. A separate resume may be attached as supplemental information, but shall not take the place of this attachment. **Answers such as "See attached Resume" will not be accepted.** If resumes are included please also reference the position on the resume.

**Sr. Staffing Consultant**

**Julie Slade**

### Current Information

[REDACTED]	Sr. Staffing Consultant
[REDACTED]	12
[REDACTED]	12
[REDACTED]	20
[REDACTED]	20% (or more as needed per order flow)

### Related Experience

Department of Economic Security – Child Support Enforcement Unit		
Sr. Staffing Consultant	January 2001	Present
Recruiting and placement for various long-term (1-year+) as well as short-term temporary and temp-to-hire assignments not only all over greater Phoenix but also for locations in Tucson and Kingman.		
Fender Musical Instruments Corp Offices		
Sr. Staffing Consultant	September 2000	Present
Recruit and place qualified candidates ranging from entry to senior level for temporary, temporary-to-hire, and direct hire staffing need.		

Identify the primary function(s) of the candidate in performing the services required by this solicitation. Indicate the corresponding solicitation/response page and paragraph number(s) within the description.

1. Provide superior junior, senior and management level candidates for temporary staffing in Accounting and Finance, Administrative/Clerical, Call Center, Data Entry, Legal, and Medical/Healthcare. (Page 5, 3.1)
2. 12 years of experience thoroughly screening all applicants in face-to-face interviews to thoroughly assess knowledge, skills, and abilities for specific positions. Administer skills assessments specifically related to the position to be performed. (Page 6 Position-specific skills assessments)
3. Complete on-boarding and orientation of all talent being placed to ensure they are fully prepared and understand expectations prior to starting assignments. (Page 8 Workplace preparedness)
4. Create a job-specific recruitment plan to recruit and retain top level talent for client specific needs and maintain a "ready to go workforce" based upon those needs, so when the client has a need, we have a team of candidates who have been interviewed, screened, referenced, and are ready to start immediately. (Page 10 Recruitment process, and page 12 talent qualification)
5. Maintain first day and then weekly contact with both client and candidate to confirm satisfaction with skills/job, overall performance and continued work ethic. (Page 11 Follow-up)
6. Complete all background screening as outlined in the contact as well as complete all E-Verify requirements, as required by law. (Pages 12 & 13 E-Verify and Background screening)



## Attachment II

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### QUESTIONNAIRE INSTRUCTIONS:

Attach as part of your ProcureAZ proposal, a singular file in Adobe Acrobat (PDF) format named ADSP013-0000xxxx [Offeror's Name] 'Response\_ Questionnaire.pdf' that contain the responses to all of the Questionnaire items ("items") listed below.

#### Responding to the Proposal:

- A. Include the item number when responding to each item.
- B. Prepare each item response in the form indicated demonstrating your ability to satisfy the Scope of Work.
- C. When an item asks Offeror to describe methods, policies, procedures or systems, describe the logical progression of tasks and efforts starting with the initial steps or tasks to be accomplished and continuing until all proposed tasks are fully described.
- D. Use straightforward language limited to facts, solutions to problems, and plans of proposed action.
- E. Limit the use of technical language to describing technical processes.
- F. Submit responses in the order listed below.

Please see the attached file ADSP013-0002527 Randstad Response\_ Questionnaire.pdf for our response to this Attachment.

# **Exhibit B**

**ATTACHMENT III**



# Attachment III

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## 3.1.1 Accounting

Title	Level	Description	Bill Rate
Accounting Data Entry, Entry Level	Entry Level	Enters data to support accounting team, enters items including, but not limited to, cash receipts and invoice coding, 10-key keystrokes up to 10,000.	\$15.00
Accounting Data Entry, Mid-Level	Mid Level	Duties and qualifications include that of Accounting Data Entry, Entry Level, plus a 10-key score between 11,000-12,000.	\$17.25
Accounting Data Entry, Senior Level	Senior Level	Duties and qualifications include that of Accounting Data Entry, Entry Level, plus a 10-key score of 12,000 or above.	\$19.50
Accounting Clerk, Entry Level	Entry Level	General accounting knowledge, including but not limited to accounts payable, accounts receivable, payroll, or credit and collections, verifies and looks up invoices/partial invoices to ensure accuracy, 10-key by touch, computer literate, no degree. 0-1 year of experience.	\$16.15
Accounting Clerk, Mid-Level	Mid Level	Duties and qualifications include that of Accounting Clerk, Entry Level, plus 2-4 years of additional experience.	\$18.46
Accounting Clerk, Senior Level	Senior Level	Duties and qualifications include that of Accounting Clerk, Entry Level, plus 5+ years of additional experience.	\$20.76
Accounts Payable Clerk, Entry Level	Entry Level	Specializes in compiling and recording transactions for amounts owed from point of sale, charge slips and sales tickets, maintains all payment records. 0-1 year of experience.	\$16.73
Accounts Payable Clerk, Mid-Level	Mid Level	Duties and qualifications include that of Accounts Payable Clerk, Entry Level, plus 2-4 years of additional experience.	\$21.35
Accounts Payable Clerk, Senior Level	Senior Level	Duties and qualifications include that of Accounts Payable Clerk, Entry Level, plus 5+ years of additional experience.	\$23.65



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Description: Temporary Staffing Services

Title	Level	Description	Bill Rate
Accounts Receivable Clerk, Entry Level	Entry Level	Duties include processing lockbox and payments from various departments, billing, invoicing, keeps records of all delinquent accounts, incomplete files, and credit risks, may also participate in payment collections. 0-1 year of experience.	\$17.88
Accounts Receivable Clerk, Mid-Level	Mid Level	Duties and qualifications include that of Accounts Receivable Clerk, Entry Level, plus 2-4 years additional experience.	\$21.35
Accounts Receivable Clerk, Senior Level	Senior Level	Duties and qualifications include that of Accounts Receivable Clerk, Entry Level, plus 5+ years or more of additional experience.	\$23.65
Billing Clerk, Entry Level	Entry Level	Creates invoices and credit memos, corrects, completes and processes claims of all payer codes, generates reports according to procedures, issues invoices and updates customer file with issued invoices. 0-1 year of experience.	\$16.73
Billing Clerk, Mid-Level	Mid Level	Duties and qualifications include that of Billing Clerk, Entry Level, plus 2-4 years of additional experience.	\$19.04
Billing Clerk, Senior Level	Senior Level	Duties and qualifications include that of Billing Clerk, Entry Level, plus 5+ years of additional experience.	\$21.35
Credit/Collections Rep, Entry Level	Entry Level	Processes and verifies applications for credit and follows up on overdue account payments, collects overdue funds from customers, which may include a variety of collection techniques. 0-1 year of experience.	\$17.88
Credit/Collections Rep, Mid-Level	Mid Level	Duties and qualifications include that of Credit/Collections Rep, Entry Level, and experience with an automated dialing system plus 2-4 years of experience.	\$19.62
Credit/Collections Rep, Senior Level	Senior Level	Duties and qualifications include that of Credit/Collections Rep, Entry Level, and experience with an automated dialing system plus 5+ years of experience.	\$21.35



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Title	Level	Description	Bill Rate
Cash Poster, Entry Level	Entry Level	Receives daily lock box from bank and various sources, may separate by payors balances or reconciles all checks received to prepare for daily positing, ensures the lockbox balances, matches electronic funds transfers to remits received making sure all balances correctly, communicate with payors, finance, bank, business office staff for questions and account research. 0-1 year of experience.	\$15.60
Cash Poster, Mid-Level	Mid Level	Duties and qualifications include that of Cash Poster, Entry Level, plus 2-4 years of additional experience.	\$17.40
Cash Poster, Senior Level	Senior Level	Duties and qualifications include that of Cash Poster, Entry Level, plus 5+ years of additional experience.	\$19.20
Payroll Clerk, Entry Level	Entry Level	Inputs data from time sheets, production records or individual time cards to computerized payroll system, balances payroll runs, produces federal, state and local tax payments, answers employee questions. 0-1 year of experience.	\$17.88
Payroll Clerk, Mid-Level	Mid Level	Duties and qualifications include that of Payroll Clerk, Entry Level, plus 2-4 years of payroll experience.	\$21.92
Payroll Clerk, Senior Level	Senior Level	Duties and qualifications include that of Payroll Clerk, Entry Level, plus 5+ years of payroll experience.	\$23.65
Purchasing Clerk, Entry Level	Entry Level	Responsible for accepting and editing purchase request from various departments, corresponds with suppliers and other departments for quotes to prepare purchase order(s), may also take part in the buying duties.	\$19.62
Purchasing Clerk, Mid-Level	Mid Level	Duties and qualifications include that of Purchasing Clerk, Entry Level, plus 2-4 years of additional experience.	\$21.24
Purchasing Clerk, Senior Level	Senior Level	Duties and qualifications include that of Purchasing Clerk, Entry Level, plus making analytical and mathematical calculations for cost accounting and 5+ years of additional experience.	\$23.65



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Title	Level	Description	Bill Rate
Financial Services Technician Entry Level	Entry Level	Support functions for a wide variety of financial duties necessary to support the operations of a small state agency including receipt and posting of funds, payment of invoices, collection of repayments, reconciliations of expenses and funds, and assisting in the preparation of financial reports. 1-2 years of experience.	\$18.28
Financial Services Technician, Mid-Level	Mid Level	Duties and qualifications include that of Financial Services Technician, Entry Level, plus 2-4 years of additional experience.	\$22.48
Financial Services Technician, Senior Level	Senior Level	Duties and qualifications include that of Financial Services Technician, Entry Level, plus 5+ years of additional experience.	\$25.10
Bookkeeper Entry Level	Entry Level	Knowledge of spreadsheet software, general knowledge of various accounting functions such as payables, receivables, and payroll, 10-key by touch, enters and verifies transactions in general ledger accounts and journals, balances books, completes reconciliations, familiar with all bookkeeping functions involved in maintaining company financial records including cost accounting, trial balances, and profit and loss statements. 1-2 years of experience.	\$21.92
Bookkeeper, Mid-Level	Mid Level	Duties and qualifications shall include Bookkeeper, Entry Level, plus 2-4 years of additional experience.	\$25.10
Bookkeeper, Senior Level	Senior Level	Duties and qualifications shall include Bookkeeper, Entry Level, and advanced experience in balancing, reconciling, and preparing reports plus 5+ years of additional experience.	\$28.27
Full Charge Bookkeeper Entry Level	Entry Level	Codes and enters vendor and expense invoices, runs checks, bills customers and clients, and prepares bank deposits, ensures correct general ledger accounts are debited or credited accordingly, runs payroll checks and prepares monthly and quarterly tax returns, handles reconciling monthly bank statements and monitors cash flow. 1-2 years of experience.	\$23.65
Full Charge Bookkeeper, Mid- Level	Mid Level	Duties and qualifications shall include that of Full Charge Bookkeeper, Entry Level, plus 2-4 years of additional experience.	\$26.54
Full Charge Bookkeeper, Senior Level	Senior Level	Duties and qualifications shall include that of Full Charge Bookkeeper, Entry Level, plus 5+ years of additional experience.	\$29.42



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Title	Level	Description	Bill Rate
Accountant Entry Level	Entry Level	Familiarity/knowledge of basic accounting/bookkeeping terminology and concepts, knowledge of computerized/automated accounting systems, balances calculated totals with receipts, posts credit or debit detail to accounting ledgers (e.g., receivables, payables, general ledger), verifies the accuracy of vouchers, purchase orders, invoices, or payments, gathers data and researches information, must possess analytical skills. BA/BS in Accounting, Business, or Finance or has degree in progress. Entry level staff position.	\$22.79
Accountant, Mid-Level	Mid Level	Duties and qualifications shall include that of Accountant, Entry Level, as well as knowledge of accounting and bookkeeping procedures, including governmental/fund accounting knowledge, prepares financial statements and other reports, may participate in audit schedules, closings, and special projects, advanced computer experience, prepares financial reports through trial balance, identifies and corrects coding errors, knowledge of accounting systems, procedures, and theories, ability to communicate clearly and accurately, ability to train others in on-the job procedures. BA/BS in Accounting, Business, or Finance. Minimum of 3 years experience as an Accountant.	\$27.41
Accountant, Senior Level	Senior Level	Duties and qualifications shall include that of an Accountant, Mid-Level and is responsible for specific accounting functions in an area or department plus 5+ years of experience as an Accountant.	\$33.76
Tax Accountant Entry Level	Entry Level	Performs tax accounting, research and planning, has thorough knowledge of corporate and partnership tax law. BA/BS Accounting, Finance, or Business. 1-2 years of experience	\$34.62
Tax Accountant, Mid-Level	Mid Level	Duties and qualifications shall include that of Tax Accountant, Entry Level, plus 2-4 years of experience.	\$40.39
Tax Accountant, Senior Level	Senior Level	Duties and qualifications shall include that of Tax Accountant, Entry Level, plus 5+ years of experience.	\$46.15
Revenue Accountant Entry Level	Entry Level	Performs revenue-related accounting functions, has thorough knowledge of SEC and GAAP revenue recognition, reporting regulations and standards. 1-2 years of experience.	\$28.84



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Title	Level	Description	Bill Rate
Revenue Accountant, Mid-Level	Mid Level	Duties and qualifications shall include that of Revenue Accountant, Entry Level, as well as a BA/BS Accounting, Finance or Business plus 3+ years of relevant experience.	\$31.73
Revenue Accountant, Senior Level	Senior Level	Duties and qualifications shall include that of Revenue Accountant, plus 5+ years of relevant experience.	\$34.62
Benefits Accountant, Entry Level	Entry Level	Perform, review and validate complex benefit calculations including retirements and survivor benefits, complex forfeitures, actuarial present value, lump sum payments, pension audits, and more, ensures compliance with applicable federal and state legislation and internal revenue service regulations, process high volume of calculations and meet deadlines with accuracy. 0-2 years of experience.	\$21.42
Benefits Accountant, Mid-Level	Mid Level	Duties and qualifications shall include that of Benefits Accountant, Entry Level, plus 3+ years of experience.	\$23.20
Benefits Accountant, Senior Level	Senior Level	Duties and qualifications shall include that of Benefits Accountant, Entry Level, plus 5+ years of experience.	\$26.21
Government Accountant, Entry Level	Entry Level	Ensures agency's accounting records are accurate, research accounting issues, ability to locate investment information for disclosures, performs financial and budget analysis as needed to understand sources of funding, tax revenue, and trends in budgets. 0-2 years of experience.	\$23.08
Government Accountant, Mid-Level	Mid Level	Duties and qualifications shall include that of Government Accountant, Entry Level, plus 3+ years of experience.	\$25.96
Government Accountant, Senior Level	Senior Level	Duties and qualifications shall include that of Government Accountant, Entry Level, plus 5+ years of experience.	\$28.85
Auditor, Entry Level	Entry Level	Conducts complex audit projects, reviews records for accuracy and conformance to standards, inspects financial or operational information to ensure procedures are correct and appropriate, compiles audit findings and recommends systems and procedures. 1-3 years of experience.	\$34.62
Auditor, Mid-Level	Mid Level	Duties and qualifications shall include Auditor, Entry Level, and a BA/BS in Accounting, Finance or Business, plus 4+ years of relevant experience.	\$41.83
Auditor, Senior Level	Senior Level	Duties and qualifications shall include Auditor, Entry Level, and a BA/BS in Accounting, Finance or Business, plus 6+ years of relevant experience.	\$49.04



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Title	Level	Description	Bill Rate
Financial Analyst Entry Level	Entry Level	Performs budgeting, forecasting, strategic planning and interpretation of financial data, Excel skills include v-lookups and pivot tables, assists in the report process. 1-2 years of experience.	\$28.27
Financial Analyst, Mid-Level	Mid Level	Duties and qualifications shall include Financial Analyst, Entry Level, as well as a BA/BS in Accounting, Finance or Business plus 3+ years of relevant experience.	\$32.89
Financial Analyst, Senior Level	Senior Level	Duties and qualifications shall include that of Financial Analyst, Entry Level, the ability to complete reports, may hold an MBA plus 5+ years of relevant experience.	\$37.50
Credit Analyst Entry Level	Entry Level	Evaluates customer credit and makes credit decisions. 1+ years experience in a credit and collections function.	\$25.96
Credit Analyst, Mid-Level	Mid Level	Duties and qualifications shall include Credit Analyst, Entry Level, plus 3+ years of experience.	\$30.29
Credit Analyst, Senior Level	Senior Level	Duties and qualifications shall include Credit Analyst, Entry Level, plus 5+ years of experience.	\$34.62
Accounting Analyst, Entry Level	Entry Level	Performs accounting processes and controls, processes daily funding reconciliations for transactional activity, refers and resolves outstanding funding account items to be cleared within department standards. 1-2 years of experience.	\$29.42
Accounting Analyst, Mid-Level	Mid Level	All of the above plus identify and resolving accounting and control issues related to business and process changes. Will have 3+ years' experience.	\$33.47
Accounting Analyst, Senior Level	Senior Level	All of the above plus develop tools, reporting, and metrics to maximize investment buying. Will have 5+ years' experience.	\$37.50



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### 3.2.1 Administrative/Clerical

Title		Description	Bill Rate
Office Clerk Entry Level	Entry Level	Knowledge of basic office equipment, ability to accurately count materials/items, knowledge of standard filing systems, ability to do detailed work, performs simple mathematical calculations, and follows instructions, sorts and/or files materials according to an alphabetic, numeric, or color-coded system, delivering and collecting incoming or outgoing mail and messages, retrieving materials from files, checking files for duplicate, missing, or misfiled items collating, ability to sit or stand for long periods of time. 0-1 year of experience.	\$13.10
Office Clerk	Mid Level	Duties and qualifications include that of Office Clerk, Entry Level, plus 2-3 years of experience.	\$15.07
Office Clerk	Senior Level	Duties and qualifications include that of Office Clerk, Entry Level, plus 4+ years of experience.	\$16.86
Proofreader Entry Level	Entry Level	Knowledge of correct grammar, proofreads documents for typographical errors, completes forms, accesses information in graphs, tables, etc., correct errors in documents. 1-2 years of experience.	\$16.06
Proofreader	Mid Level	Duties and qualifications shall include that of Proofreader, Entry Level, plus 3 years of additional experience in proofreading more complex documents and tables. May proofread or translate documents in a foreign language.	\$18.76
Proofreader	Senior Level	Duties and qualifications shall include that of Proofreader, Mid-Level, plus 5 years of additional experience.	\$22.49
Records Management Entry Level	Entry Level	Counts documents, materials, etc., and groups them into batches, tabulates batch totals, assigns numeric, alpha, color codes, etc., to materials. 0-1 years of experience.	\$13.10
Records Management	Mid Level	Duties and qualifications shall include that of Records Management, Entry Level, gathers and proofreads data to be included in reports, reviews content of documents to determine correct filing, checks manual files for duplicate, missing or misfiled items, sets up manual filing systems, prepares filed materials for storage, destroys documents according to guidelines, ability to work on more than one task/project at a time. 2-4 years of experience as a Records Management Clerk.	\$15.07
Records Management, Senior Level	Senior Level	Duties and qualifications shall include that of Records Management, Mid-Level plus 5+ years of experience.	\$17.36



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Title	Level	Description	Bill Rate
Secretary Entry Level	Entry Level	Receives/places phone call, processes mail, greets and directs visitors, formats, edits, inputs, and prints documents on a typewriter or PC, skilled in using database, spreadsheet, word processing, or other software – single software. 0-1 year of experience.	\$13.10
Secretary	Mid Level	Duties and qualifications shall include that of Secretary, Entry Level, as well as the ability to compose correspondence within multiple types of software plus 2-4 years of experience.	\$14.74
Secretary	Senior Level	Duties and qualifications shall include that of Secretary, Mid-Level, as well as maintaining office supplies plus 4+ years of experience.	\$16.62
Administrative Assistant I Entry Level	Entry Level	Duties and qualifications shall include that of Secretary as well as planning and scheduling meetings, composing letters, memos, etc., preparing reports, developing charts, tables, etc. for reports, maintaining library for retrieval/updating of documents, ability to prioritize work, ability to work on more than one task at a time, ability to process records/lists on a PC, ability to utilize multiple software.	\$15.72
Administrative Assistant I	Mid Level	Duties and qualifications shall include that of Administrative Assistant I, Entry Level plus 2-4 years of experience.	\$17.36
Administrative Assistant I	Senior Level	Duties and qualifications shall include that of Administrative Assistant I, Entry Level plus 5+ years of experience.	\$19.65
Administrative Assistant II Entry Level	Entry Level	Duties and qualifications shall include that of Administrative Assistant I, Entry Level, as well as handles administrative detail, produces statistical/numerical material (column layout), follows and creates special formats to meet document requirements, ability to adapt quickly to changing conditions, ability to interact with all levels of management, ability to merge documents on a PC.	\$19.00
Administrative Assistant II	Mid Level	Duties and qualifications shall include that of Administrative Assistant 2, Entry Level, plus 2-4 years of relevant experience.	\$21.00
Administrative Assistant	Senior Level	Duties and qualifications shall include that of Administrative Assistant 2, Entry Level, plus 5+ years of relevant experience.	\$22.93



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Title	Level	Description	Bill Rate
Administrative Assistant III, Entry Level	Entry Level	Duties and qualifications shall include that of Administrative Assistant II, Entry Level as well as performs more complex administrative activities including managing projects, composes letters and reports, prepares/edits presentations, and recommends or makes purchase decisions, requires strong written and verbal communication skills, has intermediate to advanced computer skills including word processing, spreadsheet, and basic presentation or database applications, provides assistance, trains other administrative staff.	\$21.00
Administrative Assistant III,	Mid Level	Duties and qualifications shall include that of Administrative Assistant III, Entry Level, plus 2-4 years of relevant experience.	\$24.12
Administrative Assistant III,	Senior Level	Duties and qualifications shall include that of Administrative Assistant III, Entry Level, plus 5+ years of relevant experience.	\$25.72
Executive Assistant, Entry Level	Entry Level	Duties and qualifications shall include that of Secretary, Administrative Assistant I & II as well as advanced level of computer software experience, takes minutes at meetings, handles meeting arrangements, agendas, notifications, etc. Trains others, produces material with technical terminology or in a foreign language, sorts and files material using software (automated filing systems), specialized industry skill or knowledge, ability to work in a professional manner with executives from a variety of business and social backgrounds.	\$27.51
Executive Assistant,	Mid Level	Duties and qualifications shall include that of Executive Assistant, Entry Level plus 2-4 years of experience.	\$30.14
Executive Assistant,	Senior Level	Duties and qualifications shall include that of Executive Assistant, Entry Level plus 5+ years of experience.	\$35.86
Receptionist, Entry Level	Entry Level	Operates an electronic key system (EKS) or PBX. Receives, delivers, and sends mail, greets visitors and directs them to appropriate locations, maintains track of people's locations so they can be contacted, photocopies, uses a facsimile machine, verifies, and copies information on forms or records, accesses directories, knowledge of mailing and shipping procedures, ability to communicate clearly and accurately, ability to access an automated directory or learn electronic mail on a PC.	\$12.76



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Title		Description	Bill Rate
Receptionist	Mid Level	Duties and qualifications shall include Receptionist, Entry Level, as well as produces memos, letters, lists, reports, etc., receives complaints or service/repair calls, resolves customer problems on the phone with standard company responses, maintains reports, logs, or lists, provides information to callers regarding particular products/services, skilled in formatting, editing, inputting, and printing documents on a typewriter or PC, knowledge of company products and services, ability to question others to determine their specific needs, skill in using database software plus 2-4 years experience	\$14.24
Receptionist,	Senior Level	Duties and qualifications shall include that of Receptionist, Mid-Level plus 4+ years of experience.	\$17.62
DOR General Clerical, Entry Level	Entry Level	Position specifically in Document Staging, Outgoing Mailroom, Micrographics, Taxpayer Information and Assistance, License and Registration, Income Tax Processing, performs functions such as mail opening, disassembling and reassembling documents, filing and file retrieval, assures that all mail containing payments is handled appropriately, separates, sorts, arranges documents and cash receipts, quality control documents to determine their computer process ability, operates a variety of outgoing mail equipment such as trimmers, bursters, inserters, postage meters as well as incoming mail equipment such as envelope openers, hand sterilizes documents and prepares forms for bulk mailing, operates microfilm cameras, answer telephones, ability to make quick decisions on the proper disposition of documents. 0-1 year of experience.	\$11.31
DOR General Clerical, Mid-Level	Mid Level	Duties and qualifications shall include that of DOR General Clerical, Entry Level, plus 2-4 years of experience.	\$11.77
DOR General Clerical, Senior Level	Senior Level	Duties and qualifications shall include that of DOR General Clerical, Entry Level, plus 4+ years of experience.	\$12.35
DOR Error Resolution and Document Processing, Entry Level	Entry Level	Sorts and/or edits income, corporate, sales and withholding tax documents, or resolves a variety of errors which may include utilizing a PC or interpreting computer output, ability to communicate verbally and in writing with taxpayers, skilled at solving problems relative to tax documents. 0-1 year of experience.	\$11.84



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Title		Description	Bill Rate
DOR Error Resolution and Document Processing, Mid-Level	Mid Level	Duties and qualifications shall include that of DOR Error Resolution and Document Processing, Entry Level, plus 2-4 years of experience.	\$12.94
DOR Error Resolution and Document Processing, Senior Level	Senior Level	Duties and qualifications shall include that of DOR Error Resolution and Document Processing, Entry Level, plus 4+ years of experience.	\$14.34
DOR Remittance Processing, Entry Level	Entry Level	Shall be able to enter data at a rate of 10,000 keystrokes per hour with an error rate not to exceed two percent (2%), processes and/or enters various tax documents and encodes checks utilizing electronic keying equipment, ability to operate a 10-key data keyboard by touch with speed and accuracy, possess average math and accounting skills. Contractor shall test each applicant for data entry skills prior to assignment and submit scores to DOR by the day of assignment.	\$12.22
DOR Remittance Processing, Mid-Level	Mid Level	Duties and qualifications shall include that of Remittance Processing, Entry Level, plus 2-4 years of experience.	\$13.64
DOR Remittance Processing, Senior Level	Senior Level	Duties and qualifications shall include that of Remittance Processing, Entry Level, plus 5+ years of experience.	\$14.94
DOR Taxpayer Information Assistance Agent, Entry Level	Entry Level	Provide information and assistance to taxpayers by telephone, in person, or via correspondence relative to the preparation of numerous tax returns and the resolution of billing questions, knowledge of Arizona Tax Forms, statutes, rules, ability to research a problem or question in a timely manner, skilled in oral and written communication, math and accounting, and in the use of computer terminal, telephone, and office equipment. 0-1 year of experience.	\$12.99
DOR Taxpayer Information Assistance Agent, Mid-Level	Mid Level	Duties and qualifications shall include that of DOR Taxpayer Information Assistance Agent, Entry Level, plus 2-4 years of experience.	\$13.64
DOR Taxpayer Information Assistance Agent, Senior Level	Senior Level	Duties and qualifications shall include that of DOR Taxpayer Information Assistance Agent, Entry Level, plus 4+ years of experience.	\$14.94



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Title		Description	Bill Rate
DOR Data Entry Operator, Entry Level	Entry Level	Shall be able to enter data at a rate of 8,000 keystrokes per hour with an error rate not to exceed two percent (2%), shall be able to work with a limited amount of supervision, ability to run and work with scanning equipment or 2D Bar-coding equipment, ability to understand and use Data Entry equipment in an efficient manner, shall possess a working knowledge of 10-key and/or reverse 10-key keyboards which includes typing skills. Contractor shall test each applicant for data entry skills prior to assignment and submit scores to DOR by the day of assignment. 0-1 year of experience.	\$11.65
DOR Data Entry Operator, Mid-Level	Mid Level	Duties and qualifications shall include that of DOR Data Entry Operator, Entry Level, plus 2-4 years of experience.	\$11.77
DOR Data Entry Operator, Senior Level	Senior Level	Duties and qualifications shall include that of DOR Data Entry Operator, Entry Level, plus 4+ years of experience.	\$12.34
DOR Blended Remittance Processing /Data Entry Clerk	Entry Level	Shall be able to enter data at a rate of 10,000 keystrokes per hour with an error rate not to exceed two percent (2%), processes and/or enter various tax documents and encode checks utilizing electronic keying equipment, shall be able to work with a limited amount of supervision, ability to run and work with scanning equipment or 2D Bar-coding equipment, ability to operate a 10-key keyboard by touch with speed and accuracy, shall be able to understand and use Data Entry equipment in an efficient manner. shall possess a working knowledge of 10-key and/or reverse 10-key keyboards which includes typing skills, possesses average math and accounting skills, Contractor shall test each applicant for 10-key skills prior to assignment and submit scores to DOR by the day of assignment. 0-1 year of experience.	\$12.80
DOR Blended Remittance Processing /Data Entry Clerk	Mid Level	Duties and qualifications shall include that of DOR Blended Remittance Processing/Data Entry Clerk, Entry Level, plus 2-4 years of experience.	\$13.64
DOR Blended Remittance Processing /Data Entry Clerk	Senior Level	Duties and qualifications shall include that of DOR Blended Remittance Processing/Data Entry Clerk, Entry Level, plus 4+ years of experience.	\$14.94



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## 3.1.3 Call Center

Title	Level	Description	Bill Rate
Customer Service Inbound, Entry Level	Entry Level	Receives customer inquiries about a product or service, provides information to callers regarding a product or service and recording/confirming customer orders, complaints, or service information, directs calls for further problem resolution, skilled in inputting and accessing information on paper, PC, or CRT, skilled in using database, data entry, or single windows software, handles large accounts or more difficult issues, leads, teaches, guides, and/or motivates teams, first-level problem resolution. 0-1 year experience	\$13.77
Customer Service Inbound, Mid-Level	Mid Level	Duties and qualifications include that of Customer Service Inbound, Entry Level, plus 2-4 years of additional experience.	\$16.66
Customer Service Inbound, Senior Level	Senior Level	Duties and qualifications include that of Customer Service Inbound, Entry Level, plus 5+ years of additional experience.	\$18.38
Customer Service Outbound, Entry Level	Entry Level	Places outbound calls, gathers account status information, gathers customer complaint information, directs calls for further problem resolution, places large volume daily calls, handles more difficult situations, manages, guides, and motivates teams. 0-1 year experience.	\$13.77
Customer Service Outbound, Mid-Level	Mid Level	Duties and qualifications include that of Customer Service Outbound, Entry Level, plus 2-4 years of additional experience.	\$16.66
Customer Service Outbound, Senior Level	Senior Level	Duties and qualifications include that of Customer Service Outbound, Entry Level, plus 5+ years of additional experience.	\$18.38
Market Research Inbound, Entry Level	Entry Level	Receives incoming calls resulting from mass mailings or product demonstration and gather information about caller's experience and/or opinion of product or service, ability to lead, teach, guide, and motivate team. 0-1 year experience	\$13.77
Market Research Inbound, Mid-Level	Mid Level	Duties and qualifications include that of Market Research Inbound, Entry Level, plus 2-4 years of additional experience.	\$14.45
Market Research Inbound, Senior Level	Senior Level	Duties and qualifications include that of Market Research Inbound, Entry Level, plus 4+ years of additional experience.	\$15.72



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Title	Level	Description	Bill Rate
Market Research Outbound, Entry Level	Entry Level	Receives incoming calls resulting from mass mailings or product demonstration and gather information about caller's experience and/or opinion of product or service ability to lead, teach, guide, and motivate team. 0-1 year experience	\$15.07
Market Research Outbound, Mid-Level	Mid Level	Duties and qualifications include that of Market Research Outbound, Entry Level, plus 2-4 years of additional experience.	\$17.75
Market Research Outbound, Senior Level	Senior Level	Duties and qualifications include that of Market Research Outbound, Entry Level, plus 5+ years of additional experience.	\$18.03
Sales Inbound, Entry Level	Entry Level	Receives incoming calls to schedule appointments or to sell a product or service, ability to work in a goal-oriented environment, upsell as appropriate, responsible for specific accounts or geographic areas. 0-1 year experience.	\$15.72
Sales Inbound, Mid-Level	Mid Level	Duties and qualifications include that of Sales Inbound, Entry Level, plus 2-4 years of additional experience and receive calls from large accounts or difficult geographic regions. Lead, teach, guide, and/or motivate teams.	\$17.03
Sales Inbound, Senior Level	Senior Level	Duties and qualifications include that of Sales Inbound, Mid-Level, plus 5+ years of additional experience.	\$19.65
Sales Outbound, Entry Level	Entry Level	Places calls to sell a product or service, places calls to schedule appointment to sell product or service, perform with respect to quotas or sales goals, upsells as appropriate, handles specific accounts or geographic area. 0-1 year experience.	\$15.07
Sales Outbound, Mid-Level	Mid Level	Duties and qualifications include that of Sales Outbound, Entry Level, plus 2-4 years of additional experience and work with larger accounts or difficult geographic regions. Lead, teach, guide, and/or motivate teams.	\$16.66
Sales Outbound, Senior Level	Senior Level	Duties and qualifications include that of Sales Outbound, Entry Level, plus 5+ years of additional experience.	\$19.00
Collections, Entry Level	Entry Level	Places calls to customers and attempts to persuade customers to pay amount due or arranges for payment at a later date, makes recommendations for special handling or intensified collections actions, keeps record of collections and status of accounts. 0-1 year experience.	\$14.62
Collections, Mid-Level	Mid Level	Duties and qualifications include that of Collections, Entry Level, plus 2-4 years of additional experience.	\$17.62



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Title	Level	Description	Bill Rate
Collections, Senior Level	Senior Level	Duties and qualifications include that of Collections, Entry Level, plus 5+ years of additional experience.	\$21.47
Contact Center Help Desk, Entry Level	Entry Level	Screens and/or services requests, creates problem reports and provides solutions to complex issues as needed. 0-1 year experience.	\$17.91
Contact Center Help Desk, Mid-Level	Mid Level	Duties and qualifications include that of Contact Center Help Desk, Entry Level, plus 2-4 years of additional experience.	\$20.36
Contact Center Help Desk, Senior Level	Senior Level	Duties and qualifications include that of Contact Center Help Desk, Entry Level, plus 5+ years of additional experience.	\$24.97



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## 3.1.4 Data Entry

Title	Level	Description	Bill Rate
Operator I, Entry Level	Entry Level	Enters data up to 25% of the time. Approximately 5,000-9,000 keystrokes per hour. 0-1 year experience.	\$12.73
Operator I, Mid-Level	Mid Level	Duties and qualifications include that of Operator 1, Entry Level, plus 2-4 years of additional experience.	\$13.77
Operator I, Senior Level	Senior Level	Duties and qualifications include that of Operator 1, Entry Level, plus 5+ years of additional experience.	\$14.45
<del>Operator II, Entry Level</del>	<del>Entry Level</del>	<del>Enters data more than 25% of the time. Approximately 9,000-12,000 keystrokes per hour. 0-1 year experience.</del>	<del>\$13.77</del>
<del>Operator II, Mid-Level</del>	<del>Mid Level</del>	<del>Duties and qualifications include that of Operator 2, Entry Level, plus 2-4 years of additional experience.</del>	<del>\$15.07</del>
<del>Operator II, Senior Level</del>	<del>Senior Level</del>	<del>Duties and qualifications include that of Operator 2, Entry Level, plus 5+ years of additional experience.</del>	<del>\$15.72</del>
<del>Operator III, Entry Level</del>	<del>Entry Level</del>	<del>(Key Disc Operator) Production data entry, enters data more than 50% of the time. Approximately 12,000-15,000 keystrokes per hour. 0-1 year experience.</del>	<del>\$14.45</del>
<del>Operator III, Mid-Level</del>	<del>Mid Level</del>	<del>Duties and qualifications include that of Operator 3, Entry Level, plus 2-4 years of additional experience.</del>	<del>\$15.72</del>
<del>Operator III, Senior Level</del>	<del>Senior Level</del>	<del>Duties and qualifications include that of Operator 3, Entry Level, plus 5+ years of additional experience.</del>	<del>\$17.69</del>
<del>Operator IV, Entry Level</del>	<del>Entry Level</del>	<del>(Key Disc Operator) - Production data entry, enters data more than 75% of the time. Approximately 15,000+ keystrokes per hour. 0-1 year experience.</del>	<del>\$15.72</del>
<del>Operator IV, Mid-Level</del>	<del>Mid Level</del>	<del>Duties and qualifications include that of Operator 4, Entry Level, plus 2-4 years of additional experience.</del>	<del>\$17.03</del>
<del>Operator IV, Senior Level</del>	<del>Senior Level</del>	<del>Duties and qualifications include that of Operator 4, Entry Level, plus 5+ years of additional experience.</del>	<del>\$19.72</del>



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## 3.1.6 Insurance

Title	Level	Description	Bill Rate
Claims Specialist, Entry Level	Entry Level	Considerable knowledge of multi-line insurance claims adjudication practice and procedures, considerable knowledge of Arizona insurance laws and of the State's self-insurance program operations, ability to investigate, research, analyze, and draw logical conclusions, ability to interpret and apply complex rules, regulations and policies, ability to establish and maintain effective working relationships with those contacted in the course of business. One year of multi-line insurance claims processing experience or two years of administrative level experience in insurance claims administration required.	\$18.38
Claims Specialist, Mid-Level	Mid Level	Duties and qualifications shall include that of Claims Specialist plus 2-4 years of additional experience.	\$21.00
Claims Specialist, Senior Level	Senior Level	Duties and qualifications shall include that of Claims Specialist plus 5+ years of additional experience.	\$25.72
Workers Compensation Specialist, Entry Level	Entry Level	Knowledge of Workers' Compensation Insurance laws, rules and regulations, EDP claims management systems, Knowledge of applicable Court of Appeals rulings and labor market publications and journals, Knowledge of Loss-of-Earning Capacity (LEC) to make appropriate awards. 1-2 years of experience.	\$18.38
Workers Compensation Specialist, Mid-Level	Mid Level	Duties and qualifications shall include that of Workers Compensation Specialist plus 3-4 years of additional experience.	\$21.00
Workers Compensation Specialist, Senior Level	Senior Level	Duties and qualifications shall include that of Workers Compensation Specialist plus 5+ years of additional experience.	\$25.72



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Title	Level	Description	Bill Rate
Claims Adjuster I, Entry Level	Entry Level	Knowledge of state government structure and functions, Knowledge of Federal/State statutes, practices and agency standards, policies and procedures applicable to insurance workers' compensation, contracts, Court of Appeal rulings and legal practices, Knowledge of civil procedure in both Federal and State court, Knowledge and understanding of insurance contracts and related law, Knowledge of workers' compensation claims management practices, Early return-to-Work Programs, EDP claims management system, Claims investigation methods, Litigation management, Ability to process subrogation. 2 years of experience required.	\$21.00
Claims Adjuster I, Mid-Level	Mid Level	Duties and qualifications include that of Claims Adjuster I as well as 2-4 years of experience.	\$23.58
Claims Adjuster I, Senior Level	Senior Level	Duties and qualifications include that of Claims Adjuster I as well as 5+ years of experience.	\$25.72
Claims Adjuster II, Entry Level	Entry Level	Duties and qualifications shall include Claims Adjuster I, Entry Level, as well as knowledge of vocational rehabilitation, structured settlements and annuities, knowledge of Americans with Disability Act and disability management and physical requirements for an extensive number of occupations, knowledge of professional medical standards of care required of hospitals, physicians and other medical personnel, knowledge of industrial manufacturing and building standards, Knowledge of litigation management to control substantial and highly complex liability and/or workers' compensation claims and/or lawsuits, skill in preserving field evidence, conduction inspections, investigating, securing, documenting, analyzing and evaluating facts surrounding claims, ability to prepare narrative, statistical report with conclusions and/or recommendations relating to property, liability, and workers' compensation claims, ability to learn State of AZ specific software.	\$23.58
Claims Adjuster II, Mid-Level	Mid Level	Duties and qualifications shall include that of Claims Adjuster II plus 2-4 years of additional experience.	\$25.72
Claims Adjuster II, Senior Level	Senior Level	Duties and qualifications shall include that of Claims Adjuster II plus 5+ years of additional experience.	\$29.86



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## 3.1.7 Legal

Title	Level	Description	Bill Rate
Legal Secretary I, Entry Level	Entry Level	Knowledge of legal terminology and legal environment required. Handling legal administrative detail. Compiling legal documents. Following and creating special formats to meet legal documentation requirements. Using single software to perform intermediate word processing functions. Ability to provide administrative support in a legal environment. Ability to adapt quickly to terminology and legal environment demands. 0-1 year of experience.	\$18.38
Legal Secretary I, Mid-Level	Mid Level	Duties and qualifications shall include that of Legal Secretary I, Entry Level plus 2-4 years of experience.	\$20.96
Legal Secretary I, Senior Level	Senior Level	Duties and qualifications shall include that of Legal Secretary I, Entry Level plus 5+ years of experience.	\$23.58
Legal Secretary II, Entry Level	Entry Level	Duties and qualifications shall include that of Legal Secretary I, as well as creates legal materials and documentation. Prepares papers and correspondence of a legal nature such as petitions, briefs, summonses, complaints, motions, and subpoenas. Administrative support in a legal environment. Using multiple software to perform intermediate to advanced word processing and/or spreadsheet functions. Experience in supporting a legal environment. Handling meeting arrangements, agendas, notifications, and deadlines. Ability to transcribe from Dictaphone equipment.	\$21.76
Legal Secretary II, Mid-Level	Mid Level	Duties and qualifications shall include that of Legal Secretary II, Entry Level plus 2-4 years of experience.	\$24.62
Legal Secretary II, Senior Level	Senior Level	Duties and qualifications shall include that of Legal Secretary II, Entry Level plus 5+ years of experience.	\$27.51



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Title	Level	Description	Bill Rate
Paralegal, Entry Level	Entry Level	A Diploma/Certification/Degree in paralegal studies from an institutionally accredited program in Arizona with American Bar Association approval; OR a law degree from an accredited law school; OR three years of verifiable full time paralegal experience; and a Notary Public Commission (If qualifying with law degree, the individual must never have been licensed attorney in any jurisdiction). Knowledge of concepts, terminology (terms of art), principles and procedures of law. Knowledge of methods and techniques of legal research and the use of statutes, codes, legal encyclopedias, reporters, and other primary and secondary sources. Knowledge of the complete civil litigation process, domestic relation's law and knowledge of criminal procedure. Conduct investigations and statistical and documentary research. Conduct legal research. Draft legal documents, correspondence, and pleadings. Summarize depositions, interrogatories, and testimony, Locate and interview witnesses. Reviews and analyzes case files; determines appropriate legal actions to be initiated.	\$27.51
Paralegal, Mid-Level	Mid Level	Duties and qualifications shall include that of Paralegal, Entry Level plus 2-4 years of experience.	\$30.78
Paralegal, Senior Level	Senior Level	Duties and qualifications shall include that of Paralegal, Entry Level plus 5+ years of experience.	\$35.89



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### 3.1.8 Light Industrial

Title	Level	Description	Bill Rate
<b>Assembly</b>			
Assembly Worker, Entry Level	Entry Level	Ability to use a variety of tools/maintenance equipment, possess manual dexterity, ability to perform repetitive work, ability to follow instructions, buffing or polishing small parts, trimming parts, transporting materials using hand trucks or dollies, packing materials or products into shipping containers, assembling components using nuts, bolts, screws or glue, assembling components using light-duty hand tools, assembling large or medium size components, performing repetitive work to meet company quotas, ability to accurately count objects or materials, ability to handle large objects, ability to transport items weighing up to 50 pounds, ability to walk, sit, or stand for long periods of time. 0-1 year of experience.	\$12.31
Assembly Worker, Mid-Level	Mid Level	Duties and qualifications shall include that of Assembly Worker, Entry Level plus 2-4 years of experience.	\$13.05
Assembly Worker, Senior Level	Senior Level	Duties and qualifications shall include that of Assembly Worker, Entry Level plus 4+ years of experience.	\$14.83
Precision Assembler, Entry Level	Entry Level	Soldering parts, wires and other small metal objects, following diagrams in blueprints, ability to handle small objects. 0-1 year of experience.	\$12.77
Precision Assembler, Mid-Level	Mid Level	Duties and qualifications shall include Precision Assembler, Entry Level plus 2-4 years of experience.	\$14.01
Precision Assembler, Senior Level	Senior Level	Duties and qualifications shall include Precision Assembler, Entry Level plus 4+ years of experience.	\$16.72
Machine Tender, Entry Level	Entry Level	Operating production machinery, setting equipment/machinery to required settings, monitoring the operation of machinery or equipment, checking whether materials or products meet standards, knowledge of basic machine operation, knowledge of safety requirements or procedures for machine operation, ability to walk, sit, or stand for long periods of time. 0-1 year of experience.	\$13.30
Machine Tender, Mid-Level	Mid Level	Duties and qualifications shall include that of Machine Tender, Entry Level plus 2-4 years of experience.	\$15.30
Machine Tender, Senior Level	Senior Level	Duties and qualifications shall include that of Machine Tender, Entry Level plus 4+ years of experience.	\$17.29



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Title	Level	Description	Bill Rate
Quality Control Inspector, Entry Level	Entry Level	Ability to accurately count materials, knowledge of safety requirements or procedures, using testing equipment to check whether materials or products meet standards, ability to identify defects and flaws, ability to walk, sit, or stand for long periods of time. 0-1 years of experience.	\$14.16
Quality Control Inspector	Mid Level	Duties and qualifications shall include that of Quality Control Inspector, Entry Level plus 2-4 years of experience.	\$16.16
Quality Control Inspector	Senior Level	Duties and qualifications shall include that of Quality Control Inspector, Entry Level plus 4+ years of experience.	\$18.15
<b>Maintenance</b>			
General Maintenance Worker	Entry Level	Performing miscellaneous general maintenance/laborer requirements, replacing simple equipment, setting up equipment (e.g., tables and chairs), wash/clean/vacuum all types of equipment, move and load equipment, clean shop, ability to retrieve objects out of reach, may be required to use various hand tools, ability to walk, sit, or stand for long periods of time, knowledge of safety procedures. 0-1 year of experience.	\$11.31
General Maintenance Worker	Mid Level	Duties and qualifications shall include that of General Maintenance Worker, Entry Level plus 2-4 years of experience.	\$11.97
General Maintenance Worker	Senior Level	Duties and qualifications shall include that of General Maintenance Worker, Entry Level plus 4+ years of experience.	\$13.50
Janitor/Custodian	Entry Level	Basic custodial duties including keep building/office clean and in orderly condition, other duties to include sweeping, vacuuming, mopping, stripping, washing and buffing floors, washing walls/windows and emptying trash, cleans lavatories, kitchen facilities and rest rooms, keeps parking lots and patios clean, sets up and tears down equipment, usually works under direct supervision but may be required to be self-directed, knowledge of equipment and materials used in custodial work, familiar with MSDS.	\$12.16
Janitor/Custodian	Mid Level	Duties and qualifications shall include that of Janitor/Custodian, Entry Level plus 2-4 years of experience.	\$14.12
Janitor/Custodian	Senior Level	Duties and qualifications shall include that of Janitor/Custodian, Entry Level plus 4+ years of experience.	\$16.35



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Title	Level	Description	Bill Rate
Groundskeeper	Entry Level	Maintaining company grounds (e.g., collecting leaves, collecting trash, cutting grass, weed control, sprinkler systems), knowledge of general grounds keeping and ability to use appropriate tools/equipment. Knowledge of safety policies and procedures. 0-1 year of experience.	\$12.11
Groundskeeper	Mid Level	Duties and qualifications shall include Groundskeeper, Entry Level plus 2-4 years of experience.	\$14.66
Groundskeeper	Senior Level	Duties and qualifications shall include Groundskeeper, Entry Level plus 4+ years of experience.	\$16.58
<b>Materials Handling</b>			
Inventory Worker,	Entry Level	Tracing and tracking movement of material/supplies, recording numbers, codes or other information, stocking shelves, departments, etc., ability to record information, ability to perform repetitive work, ability to work with detail (e.g., checking numbers, comparing lists), ability to identify flaws and defects, ability to walk, sit, or stand for long periods of time. 0-1 year of experience.	\$12.64
Inventory Worker,	Mid Level	Duties and qualifications shall include that of Inventory Worker, Entry Level plus 2-4 years of experience.	\$13.30
Inventory Worker,	Senior Level	Duties and qualifications shall include that of Inventory Worker, Entry Level plus 4+ years of experience.	\$15.63
Picker/Packer Worker	Entry Level	Filling orders or issuing supplies from stock, checking physical condition of supplies/inventory, counting materials, documents or other items, recording numbers, codes or other information, ability to work with detail (e.g., checking numbers, comparing lists), ability to record information, ability to walk, sit, or stand for long periods of time. 0-1 year of experience.	\$10.97
Picker/Packer Worker	Mid Level	Duties and qualifications shall include that of Picker/Packer Worker, Entry Level plus 2-4 years of experience.	\$11.97
Picker/Packer Worker	Senior Level	Duties and qualifications shall include that of Picker/Packer Worker, Entry Level plus 4+ years of experience.	\$12.97



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<b>Title</b>	<b>Level</b>	<b>Description</b>	<b>Bill Rate</b>
Shipping/Receiving Clerk,	Entry Level	Putting together boxes or shipping containers using glue or tape, loading and unloading product shipments, verifying and inspecting incoming materials and supplies for proper quantities and defects, placing labels, numbers, prices, etc., on boxes/materials, ability to work with detail (e.g., checking numbers, comparing lists), knowledge of proper packaging methods, ability to record information. 0-1 year of experience.	\$13.30
Shipping/Receiving Clerk,	Mid Level	Duties and qualifications shall include that of Shipping/Receiving Clerk plus 2-4 years of experience.	\$14.81
Shipping/Receiving Clerk,	Senior Level	Duties and qualifications shall include that of Shipping/Receiving Clerk plus 4+ years of experience.	\$16.32
Warehouse Worker,	Entry Level	Capable of performing general warehouse work which includes; shipping and receiving including stocking shelves, ordering inventory, unload and load trucks, move merchandise, bar coding and familiarity to inventory/stock record keeping. Knowledge of safety policies and procedures, ability to stand, sit, or walk for long periods of time, ability to lift up to 50lbs. 0-1 year of experience.	\$12.82
Warehouse Worker,	Mid Level	Duties and qualifications shall include that of Warehouse Worker, Entry Level plus 2-4 years of experience.	\$14.30
Warehouse Worker,	Senior Level	Duties and qualifications shall include that of Warehouse Worker, Entry Level plus 4+ years of experience.	\$15.78



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### 3.1.9 Marketing

Title	Level	Description	Bill Rate
<b>Detailing</b>			
Detailing Representative,	Entry Level	Arranges products according to a plan-o-gram. Rotates stock. Replaces damaged equipment. Maintains stock and supplies. Monitors conditions and pricing of merchandise, ability to count materials/items, ability to identify flaws in objects, ability to stand, sit, or walk for long periods of time. 0-1 year of experience.	\$12.75
Detailing Representative,	Mid Level	Duties and qualifications shall include Detailing Representative, Entry Level as well as sets up merchandise displays, evaluates product display effectiveness in attracting shoppers' attention, performs simple record keeping, ability to record information plus 2-3 years of experience.	\$13.55
Detailing Representative,	Senior Level	Duties and qualifications shall include Detailing Representative, Mid-Level, plus 4+ years of experience.	\$14.41
<b>Sales &amp; Promotion</b>			
Sampler,	Entry Level	Distributes samples of a product or coupon, describes product benefits, counts materials/items. 0-1 year of experience.	\$12.75
Sampler,	Mid Level	Duties and qualifications shall include that of Sampler, Entry Level, plus 2-4 years of experience.	\$13.55
Sampler,	Senior Level	Duties and qualifications shall include that of Sampler, Entry Level, plus 4+ years of experience.	\$15.07
Demonstrator,	Entry Level	Sets up and conducts product demonstrations, assists customers in selecting merchandise for purchase, receives cash and making change, fills out forms/reports, ability to convince others to purchase a product, ability to effectively communicate in front of a group, skilled in operating a calculator, adding machine, or cash register. 0-1 year of experience.	\$13.55



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Title	Level	Description	Bill Rate
Demonstrator,	Mid Level	Duties and qualifications shall include that of Demonstrator, Entry Level, plus 2-4 years of experience.	\$15.72
Demonstrator,	Senior Level	Duties and qualifications shall include that of Demonstrator, Entry Level, plus 4+ years of experience.	\$17.27
<b>Trade Shows &amp; Seminars</b>			
Host/Hostess,	Entry Level	Additional duties and qualifications shall include Host/Hostess 1 as well as the following at a minimum: Registering people at conventions, seminars, or other events. Accepting registration fees, performing simple record keeping, preparing name badges, and checking rosters.	\$13.77
Host/Hostess,	Mid Level	Duties and qualifications shall include that of Host/Hostess, Entry Level, plus 2-4 years of experience.	\$14.25
Host/Hostess,	Senior Level	Duties and qualifications shall include that of Host/Hostess, Entry Level, plus 4+ years of experience.	\$17.03
Booth Attendant,	Entry Level	Receives and posts messages for attendees of conventions, trade shows, or seminars, greets, screens, and directs visitors, uses rosters/program schedules to keep track of people's locations so they can be contacted, ability to work on more than one task at a time. 0-1 year of experience.	\$13.10
Booth Attendant,	Mid Level	Duties and qualifications shall include that of Booth Attendant, Entry Level, plus 2-4 years of experience.	\$14.41
Booth Attendant,	Senior Level	Duties and qualifications shall include that of Booth Attendant, Entry Level, plus 4+4 years of experience.	\$17.03



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### 3.1.10 Medical Healthcare

Title	Level	Description	Bill Rate
Medical Biller I,	Entry Level	Processes participant information from claims, processes provider information from claims, prepares documentation for mailing, prepares document files, skilled in using mainframe, spreadsheet, database, or other single software, knowledge of manual/automated filing systems, ability to accurately access/input data into a computer, knowledge of medical terminology required. 0-1 year of experience.	\$13.77
Medical Biller I,	Mid Level	Duties and qualifications shall include that of Medical Biller, Entry Level, as well as utilizes records tracking protocols, knowledge of alphabetical and numeric file systems, ability to access and input data utilizing single software, files, maintains, and reviews medical records for completeness, knowledge of alpha, numeric, and terminal digit file systems, intermediate to advanced knowledge of multiple software, experience in medical records processing and maintenance. 2+ years of experience.	\$15.07
Medical Biller I,	Senior Level	Duties and qualifications shall include that of Medical Biller, Mid-Level, plus 4+ years of experience.	\$16.66
Medical Biller II,	Entry Level	Duties and qualifications shall include Medical Biller, Mid-Level as well as prepares claims documentation utilizing ICD-9 and CPT coding, 1500, UBs, processes/verifies documentation for accuracy, compiles medical documentation files, places/receives phone calls, obtains insurance authorizations, intermediate to advanced knowledge of multiple software, experience with medical coding and insurance authorization procedures. 2 years of experience.	\$15.72
Medical Biller II,	Mid Level	Duties and qualifications shall include that of Medical Biller II, Entry Level, plus 3-4 years of experience.	\$18.38
Medical Biller II,	Senior Level	Duties and qualifications shall include that of Medical Biller II, Entry Level, plus 4+ years of experience.	\$22.93



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Title	Level	Description	Bill Rate
Medical Records Clerk,	Entry Level	Files, maintains, and reviews medical records for completeness, knowledge of alpha, numeric, and terminal digit file systems, intermediate to advanced knowledge of multiple software, experience in medical records processing and maintenance, knowledge of medical terminology required. 0-1 year of experience.	\$13.77
Medical Records Clerk,	Mid Level	Duties and qualifications shall include that of Medical Records Clerk, Entry Level, plus 2-4 years of experience.	\$15.72
Medical Records Clerk	Senior Level	Duties and qualifications shall include that of Medical Records Clerk, Entry Level, plus 4+ years of experience.	\$17.36
Medical Secretary,	Entry Level	Handles medical administrative detail, compiles medical documents, follows and creates special formats and meets medical documentation requirements, performs intermediate word processing functions, creates medical materials and documentation, administrative support in a medical environment. 0-1 year of experience.	\$16.66
Medical Secretary,	Mid Level	Duties and qualifications shall include that of Medical Secretary, Entry Level, as well as uses multiple software to perform intermediate to advanced word processing and/or spreadsheet functions, experience in supporting a medical environment, handles meeting arrangements, agendas, notifications, and deadlines, ability to transcribe from Dictaphone equipment, plus 2-4 years of experience.	\$18.34
Medical Secretary,	Senior Level	Duties and qualifications shall include that of Medical Secretary, Mid-Level, plus 4+ years of experience.	\$21.62



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Title	Level	Description	Bill Rate
Medical Claims Processor,	Entry Level	General knowledge of claims adjudication, validates the information on all medical claims received, thoroughly reviews and ensures that there is no missing or incomplete information, ability to obtain missing information through phone calls or emails, uses internal system to record claim and follows up on lapsed cases, knowledge of ICD-9, CPT, and/or HCPCS coding and HIPAA regulations, ability to read and interpret general business correspondence, procedure manuals, and specific plan documents, ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists, excellent keyboarding skills, ability to perform basic math functions – addition, subtraction, multiplication, and division. 0-1 year of experience.	\$17.36
Medical Claims Processor,	Mid Level	Duties and qualifications shall include that of Medical Claims Processor, Entry Level, as well as produces correspondence, spreadsheets and compile presentations, reviews more complex claims, ability and interest in training, assisting supervisor with questions from others.	\$20.96
Medical Claims Processor,	Senior Level	Duties and qualifications shall include that of Medical Secretary, Mid-Level, plus 5+ years of experience.	\$24.12



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## 3.1.11 Special Expertise

Title	Level	Description	Bill Rate
Technical Writer	Entry Level	Works in a variety of multimedia formats to author training manuals, references materials and articles for technical and non-technical audiences. Must have excellent writing and grammar skills in addition to relevant technical knowledge.	\$27.51
Technical Writer	Mid Level	Duties and qualifications shall include that of Technical Writer, Entry Level, plus 2-4 years of experience.	\$32.17
Technical Writer	Senior Level	Duties and qualifications shall include that of Technical Writer, Entry Level, as well as a Degree in Technical Writing, Journalism or a specific technical field as required.	\$37.50

(End of Solicitation)