

ATTACHMENT D: BIDDER RESPONSE FORM			
This form is broken into five (5) sections: Section 1. Administrative Response; Section 2. Management Response/Bidder Qualifications; Section 3. Reference Check, Section 4. EO 18-03 Certification, and Section 5. Bidder’s Acknowledgment . Bidders must respond to all questions in order and in the expandable space provided. If a question requires Bidder to submit additional documents, please attach them to this document and label them clearly as part of Bidder’s response to this Attachment D.			
		MAXIMUM TOTAL POINTS	THIS COLUMN IS FOR EVALUATION PURPOSES ONLY
1	BIDDER INFORMATION (ADMINISTRATIVE RESPONSE) – Required; Pass/Fail Bidder’s response to the questions in this Section 1, combined with the information provided in Bidder’s Submittal Letter, comprise Bidder’s Administrative Response to this Solicitation. While the Administrative Response is not given a number score, information provided as part of Bidder’s Administrative Response may cause the Bid to be disqualified and may be considered in evaluating Bidder’s qualifications and experience.		
a	Indicate whether Bidder employs or contracts with any current or former state employees. If the answer is yes, provide the following information with respect to each individual: 1) name of employee or contractor; 2) the individual’s employment history with the State of Washington; 3) a description of the Individual’s involvement with the response to this Solicitation; and 4) the Individual’s proposed role in providing the services under this any Contract that may be awarded.	NOT SCORED	
	ANSWER: No. SHC Services, Inc. dba Supplemental Health Care (“SHC”) does not employ or contract with any current or former state employees.		
b	Indicate whether Bidder’s Response contains any variations from the requirements of the Solicitation Document. If the answer is yes, list each variation with specificity and include the pertinent page numbers containing the variation.	NOT SCORED	
	ANSWER: No. SHC’s response does not contain any variations from the requirements of the Solicitation Document.		
c	Indicate whether Bidder is requesting that DSHS consider any exceptions and/or revisions to the sample contract language found in Attachment A.	NOT SCORED	

	If so, state the page of Attachment A on which the text is found, and the specific changes Bidder is requesting. DSHS shall be under no obligation to agree to any requested changes, and will not consider changes to contract language or negotiate any new language that are not identified in response to this question.		
	ANSWER: SHC is not requesting any exceptions and/or revisions to the sample contract language found in Attachment A.		
d	If Bidder considers any information that is submitted as part of its Response to be proprietary, please identify the numbered pages of Bidder’s Response containing such information and place the word “Proprietary” in the lower right hand corner of each of these identified pages. Please note: Responses are subject to the Washington Public Records Act and DSHS cannot guarantee that they will remain confidential. Please avoid including proprietary information with bidder responses.	NOT SCORED	
	ANSWER: SHC does not consider any part of its response to be confidential or proprietary.		
e	Indicate whether Bidders has had a contract terminated for cause or default within the past five (5) years. If so, please provide the terminating party’s name, address and telephone number and provide a summary describing the alleged deficiencies in Bidder’s performance, whether and how these alleged deficiencies were remedied and any other information pertinent to Bidder’s position on the matter. “Termination for Cause” refers to any notice to Bidder to stop performance due to Bidder’s asserted nonperformance or poor performance and the issue was either (a) not litigated; (b) litigated with a resulting determination in favor of the other party; or (c) is the subject of pending litigation	NOT SCORED	
	ANSWER: No. SHC has not had a contract terminated for cause or default within the past five (5) years.		
f	Identify any prior contracts Bidder has entered into with the State of Washington within the past ten (10) years and identify the dates and nature of the contract and primary agency contact for each.	NOT SCORED	
	ANSWER: Washington Department of Corrections – SHC began staffing the DOC for temporary RN & LPN contractors under contract K12416 January 2021. Our primary contact is Ric Reninger.		

	SHC also entered into an agreement with the DOC for temporary CNA, Medical Assistants and Nurse Practitioners under contract K 12587 June 2022. Our primary contact is also Ric Reninger.		
g	Indicate whether Bidder has been the subject of a lawsuit or administrative proceeding alleging a failure to comply with laws relating to the types of services Bidder proposes to provide pursuant to this Competitive Solicitation. If the answer is yes, please list the nature of the allegations, docket number, disposition and date (if applicable) and Bidder's explanation of how it has changed its practices or operations relative to any alleged deficiencies since that proceeding was filed.	NOT SCORED	
	ANSWER: No, SHC has not been the subject of a lawsuit or administrative proceedings alleging a failure to comply with laws relating to the types of services we propose to provide pursuant to this Competitive Solicitation.		
h	Describe Bidder's proposed plans for the use of Subcontractors in performing this contract, listing each Subcontractor (or type of subcontractor), its proposed role and the estimated percentage of the Contract that will be performed by each Subcontractor. Please indicate whether each subcontractor self-identifies or is certified as a small business, a minority-owned business, a woman-owned business, a disadvantaged business enterprise, or a veteran-owned business. If the answer is yes, please identify the type of organization(s) and provide details of any certifications. Note that all Subcontractors must be approved by DSHS.	NOT SCORED	
	ANSWER: SHC will not be utilizing subcontractors in the performance of this contract.		
i	Describe any programs, policies or activities of Bidder's organization that support human health and environmental sustainability in Bidder's business practices. If a program, policy or activity is specifically applicable to this Contract, please so indicate.	NOT SCORED	
	ANSWER: SHC has an Impact Mission which states that we are committed to creating a more sustainable future for people and the planet. Within our industry, we are helping to solve healthcare staffing shortages by sourcing hard-to-find healthcare talent, offering competitive pay and high-quality service, and placing them in roles where they can help advance the		

<p>quality of care for all. As a leading healthcare staffing company, we seek to drive diversity and inclusion within our company and throughout healthcare.</p> <p>Our Impact Upskilling Strategy: There are 612,120 nursing assistants in the US, the largest employee group in long term care. Handling over 90% of the direct patient care, CNAs are not compensated at a rate many would consider a living wage. Seventeen percent live below the federal poverty line, compared to 9% of all US workers. Forty percent of nursing assistants rely on some form of public assistance. Wages for nursing assistants must increase and the best way to do that is through a Medicaid pass-through where funds are directly earmarked from Medicaid toward CNA wages.</p> <p>SHC launched an upskilling and reskilling initiative to increase the skills of its professionals and add new healthcare professionals to the labor force. We partner with talent who are motivated to take their career and earning potential to the next level. SHC offers Homebase Training for home health professionals and will soon add CNA1 and CNA2 certification in key markets with high demand. With a goal of helping CNAs earn a fair wage, the results will also prevent CNAs from leaving the healthcare market where they are needed.</p> <p>SHC is also in partnership with Hope Builders who empowers Orange County's young adults with mentorship, life skills and job skills training that meets the needs of employers. Medical Assisting is one of their skills training programs preparing career paths to work in doctor's offices, dental offices, and hospitals.</p> <p>To create value for our customers, employees, and the communities we serve, SHC's leadership team conducts routine assessments of our social and environmental programs. We have set goals and benchmarks for improvement in governance, transparency, employee engagement, DEI, community impact, the customer experience, and limiting our waste production.</p>		
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<p>In 2021, SHC transitioned members of our internal staff in over 20 offices located nationwide to virtual/remote employees thereby reducing greenhouse gas emissions associated with commuting which leads to cleaner air quality and environmental sustainability.</p>		
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2	BIDDER QUALIFICATIONS AND EXPERIENCE (MANAGEMENT RESPONSE) Required; Total Maximum Points 90	MAXIMUM TOTAL POINTS	THIS COLUMN IS FOR EVALUATION PURPOSES ONLY
a	<p>Please describe your firms experience, skills and qualifications in providing Temporary Contract Nurse Staffing Services. Please include all information that you wish DSHS to consider in determining whether you meet the minimum Bidder qualifications set forth in the Solicitation Document, including:</p> <ol style="list-style-type: none"> 1) The number of years you have provided Temporary Contract Nurse Staffing Services 2) Your firms experience securing Temporary Contract Nurse Staffing assignments at Psychiatric and/or Mental Health Facilities. 	<ol style="list-style-type: none"> 1) 20 2) 5 	
	<p>ANSWER:</p> <p>SHC was founded in 1984 by a Psychiatric Nurse. We opened our doors as a specialty travel staffing company, focused solely on providing mental health facilities with qualified, compassionate clinicians. Today, we are one of the top 11 largest nursing and allied staffing providers in the country. Many of the nation’s largest behavioral health facilities continue to rely on us as their staffing partner to provide a range of dedicated clinicians who specialize in behavioral health, ranging from RNs, LPNs, and CNAs to psychiatric techs, licensed professional counselors and social workers. We are deeply rooted in serving the needs of the behavioral health community and the acute care sector accounts for over 76% of all the facilities we staff nationwide. Our experience in the behavioral health area includes:</p> <ul style="list-style-type: none"> • More than 35.4 million hours serviced • Nearly 5K past employee Psych RNs (over 400 current Psych RNs on assignment) • More than 64k Psych RNs, LPNs and CNAs in our proprietary database • Specialized Psych Program support from our dedicated Behavioral Health Division 		

We currently provide psychiatric and behavioral health staffing services for 300 clients including state, city and county health departments, hospitals, addiction centers, and mental health clinics throughout the country. A small sample of these staffing partners include:



SHC successfully provided top-quality professionals for crisis behavioral health needs throughout our history. Most recently, as the pandemic increasingly overwhelmed public health systems, the immediate need for skilled clinical support staff to help manage this crisis proportionately followed. As an organization, our ability to meet these needs quickly and efficiently, within nearly impossible deadlines, is a significant marker of our distinction. The following provides details on just two of our success stories providing crisis staffing in the behavioral health sector:

 <p>Meeting the Challenge</p> <p>Primary Vendor since 2009</p> <p>Supporting 5 hospitals across the State</p>  <p>SHC Approach</p> <p>Supplemental Health Care <small>Total Relationship Management 2.0</small></p> <ul style="list-style-type: none"> Utilized DEEP pool of vetted talent from TRM database  <ul style="list-style-type: none"> Local market expertise to set rates & benefits 	<p>Pre-COVID Results</p> <p>222 Total Talent working</p>  <p>Resources delivered on time to address shortage</p> <p>COVID-19 Response</p> <p>384 Crisis Orders</p> <p>156 Talent Delivered for Crisis Orders</p> <p>\$1.5M Nursing services billed in four weeks</p>		
 <p>Meeting the Challenge</p> <p>Need for Psychiatric Nurses</p>   <ul style="list-style-type: none"> Understaffed for psychiatric nurses Needed initial ramp to address staffing deficiencies <p>Supporting 2 hospitals First staffed in 2007 primary since 2016</p> <p>SHC Approach</p> <p>Supplemental Health Care <small>Total Relationship Management 2.0</small></p> <ul style="list-style-type: none"> Utilized DEEP pool of vetted talent from TRM database  <ul style="list-style-type: none"> Local market expertise to set rates & benefits 	<p>Initial Results</p> <p>40 Psych nurses delivered at one-time in initial ramp</p>  <p>Resources delivered on time to address shortage</p> <p>Ongoing Results</p> <p>Primary Vendor</p> <p>180 Behavioral Health talent delivered</p>		

	Our experience in staffing your facilities will lend to the same exceptional staffing results we have had with our other partners.		
b	Provide the volume of Temporary Contract Nurse assignments your firm has secured with respect to your overall business and your business within the state of Washington, at Psychiatric and/or Mental Health Facilities.	20	
	ANSWER: Over the last three (3) years, in respect to our overall business, SHC has confirmed 3,910 assignments across the country at Psychiatric and/or Mental Health facilities. During the last three (3) years, SHC has placed 57 nurses in Behavioral Health Facilities/Behavioral health/Psychiatric units throughout Washington.		
c	Provide the number of qualified Contract Nurses your firm has available that have Psychiatric and/or Mental Health experience and are willing to consider an assignment with a DSHS facility, if you are awarded a contract.	20	
	ANSWER: Our proprietary internal database, Talent Resource Management (TRM), has over 64,000 contract nurse candidates qualified with Psychiatric and/or Mental Health experience, including over 1,100 possessing a current Washington state nursing license and willing to consider an assignment with a DSHS facility. We have received requests from our active pool of nurses for several years to be placed at a DSHS facility.		
d	Describe the processes your firm will follow to recruit and retain qualified Temporary Contract Nurses for assignment at DSHS facilities if you are awarded a contract.	15	
	ANSWER: SHC has 7 distinct dedicated Staffing Divisions, one of those being Behavioral Health. Within the division we have 40+ recruiters who are 100% dedicated to recruiting and		

retaining talent for this skillset/setting. The other 250+ recruiters who are not 100% dedicated still recruit for behavioral health because it is a focus for SHC.

As we grew to one of the nation’s largest healthcare staffing agencies, we discovered it was in the best interest of our clients and talent to separate out teams with dedication to specific sites of care. This dedication resulted in higher retention and placements that are more qualified. This dedicated recruiting ensures SHC will have qualified available talent when and where it is needed. The table below shows our increase in recruited talent from the inception of these divisions.

Clinical Setting/Discipline	% Increase from 2020 to 2022*
CNA	488%
Behavioral Health	225%
Hospital	190%
Government Services	81%
Home Health	74%
Ambulatory & Continuing Care	73%
School	50%

SHC’s structure, systems, marketing strategies and overall daily focus is all about recruiting and retaining qualified healthcare professionals. Our talent attraction methodology begins with TRM, consisting of 4+ million candidates nationwide, including over 32,000 nursing candidates with Washington state licenses to recruit for your positions and 1,100 both licensed in Washington with psychiatric and/or mental health experience.

DSHS’s positions will be directly marketed to pre-screened, proven clinicians by our 300+ recruiters making more than 10,000 connections per week in addition to the dedicated focus of our Behavioral Health Division.

In addition to TRM, we source by way of the following tactics:

<ul style="list-style-type: none"> • <i>SHC's WeConnect mobile app</i> – Enables SHC talent to instantly search and apply to open jobs, view progress, and upload employment documents to fast track the submission process for a seamless experience and speed of hiring • <i>Targeted Recruiting Campaigns</i> - Email blasts, direct mail, hiring events, and referral programs reinforce hiring activity, drive event-specific interest, create heightened recruiting awareness, and reach those job seekers who might otherwise miss online-only opportunities • <i>Website Recruiting Hub</i> - Our award-winning corporate website provides state-of-the-art digital recruiting power, robust job searching capability, and a variety of web-based resources • <i>Job Board Network</i> - Job posting broadcasts to 20 unique niches and general job boards • <i>Word of Mouth</i> - Testimonials, online ratings, referral campaigns, and local influencers drive credibility and increase our overall program reach in local markets • <i>Social Media Reach</i> - Brand extension and social recruiting through Facebook, Blog, Twitter, LinkedIn, YouTube, and others • <i>Optimized Search Programs</i> - Aggressive paid and organic Search Engine Optimization <p>We verify experience and competency through prior references and specific behavioral/mental health-based skills check lists, job descriptions, and professional development history to ensure the best possible match.</p> <p>We also conduct a thorough screening and interview to determine the candidate’s prior experience, clinical training, work experiences, required state credentials, and ability to provide relevant services with specific screening questionnaires dedicated to the healthcare professionals. Through our screening processes, we determine experience and competency with skill assessments, and offer interviews over the phone and in-person to identify the best match. Our application process and phone interviews also allow us to determine candidate communication proficiency and fluency in the required languages.</p>		
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	<p>Retention</p> <p>Our retention strategy begins with ensuring we match candidates with the assignments that most closely aligns with his/her experience. SHC's dedicated Behavioral Health Division consists of tenured specialists that understand the profile of candidates that are most successful in psychiatric and/or mental health facilities. The team sets appropriate expectations and performs weekly touches with placed talent for successful completion of assignments. We also provide a Candidate Care Center delivering 24/7 lightning-fast support for assigned talent when needed. By staffing with intention and not simply filling vacant positions, we ensure we place the right-fit candidates that understand your facility needs and culture. As a result, we retain 87% of our clinicians for multiple assignments and 94% of clients surveyed say SHC staff fit the culture of their facilities.</p> <p>At SHC, we believe employee continuity is important and have worked hard to create career advancement programs, benefits, and recognition systems to improve employee retention and reduce turnover. We offer full benefits to all employees of SHC, including our contractors. Benefits include medical and dental, but also 401K with match, short- and long-term disability, workman's comp, professional malpractice insurance, and personal and family life insurance.</p>		
e	<p>List the key team member(s) who will serve as the Contractor Representative to fill and manage assignments if you are awarded a contract. Provide the Representative's resume, number of assignments secured, and number of years employed with Bidder's firm.</p> <p>Note: If awarded a Contract, Contractor shall assign the key team member(s) and shall make good faith effort to retain the key team member to the contract throughout its term.</p>	5	
	<p>ANSWER:</p> <p>SHC assigns a Client Services Manager (CSM) focused solely on your program's success and armed with the knowledge and resources to get the job done. Your dedicated CSM, Steven Pignataro, will serve as the primary point of contact responsible for all communication between DSHS and SHC account team members. He also oversees all day-to-day account activities:</p>		

	<ul style="list-style-type: none"> • Ensures a successful program in which all goals are met through continuous account support • Serves as the single point of contact and liaison for both the account team and DSHS • Provides focused supervision and daily account monitoring to ensure the account team is effectively coordinating, prioritizing, and scheduling work • Manages any customer service issues and reporting • Attend meetings with DSHS facility personnel for regular contract review as well as an annual business review • Ensures the DSHS’s needs are met through an appropriate number of qualified healthcare professionals • Oversees the recruitment, scheduling, and administration of healthcare professionals to ensure optimal resource utilization and maximize cost effectiveness • Remains committed to your program’s success and works diligently to ensure complete program satisfaction <p>Please see Steven Pignataro’s resume provided as ‘Attachment E: Representative’s Resume’.</p>		
f	<p>Describe additional experience that distinguishes your firm from other Temporary Contract Nurse Staffing firms or makes it uniquely qualified for the Contract.</p>	5	
	<p>ANSWER:</p> <p>As previously stated, we were founded on behavioral health staffing and it remains one of our greatest focuses today, so much so that we have a division that is 100% dedicated to our success.</p> <p>During the pandemic when the need for behavioral health staffing increased to its greatest numbers, SHC delivered to our clients and our examples of a few case studies we shared earlier are what we are committed to providing DSHS.</p>		

	<p>We are one of very few in the healthcare staffing industry to be awarded by Clearly Rated the Best of Staffing Diamond Award. This award is only presented to agencies who can achieve Best of Staffing for both Client and Talent for five consecutive years. Our third-party survey results also showed our clients are twice as likely to refer SHC to another entity.</p> <p>Unlike most, SHC is not overcommitted, and we dedicate resources specifically to our clients. We chose partnerships with clients which are in line with our strategic plan. If we do not believe we can fulfill and make a difference, we will pass on the opportunity. As we have mentioned a few times in our presentation, we have desired to work with DSHS for several years and we jumped at the opportunity to submit a response because we know our services and experience are in line with the needs of DSHS.</p> <p>Our Impact Division is an important mission at SHC designed to pursue opportunities to generate positive, measurable social and environmental impact. From our partnerships with Hope Builders, Operation Happy Nurse, Ronald McDonald House, and our upskilling program for CNAs we believe we are helping to create a more sustainable future for people and the planet.</p> <p>Additionally, our Workforce Solutions division provides a Managed Service Program (MSP), Interview Services, Rapid Response Staffing, EMR Transition & Upgrade Staffing, Internal Resource Pool Development & Management, a Master Vendor Program, Payrolling Services, and Workforce Assessments and Consulting. Should DSHS be interested in hearing and learning more about these opportunities we will gladly set up a time to go over each of them.</p>		
3	BIDDERS REFERENCE CHECK - Required; Total Maximum Points 5	MAXIMUM TOTAL POINTS	THIS COLUMN IS FOR EVALUATION PURPOSES ONLY
	Provide the names and contact information for three (3) individuals you agree may serve as Bidder references and may freely provide information to DSHS regarding the reference's experience and impressions of Bidder. In providing these names, Bidder represents that it shall hold both DSHS and	5	

the organizations and individuals providing a reference harmless from and against any and all liability for seeking and providing such reference.		
<p>ANSWER:</p> <ol style="list-style-type: none">1. Montana State Hospital 300 Garnet Way Warm Springs, MT 59756 Christopher St. Jean, PMP, SPHR Chief Operations Officer SRFD/DPHHS Main: (406) 693-7000 Cell: (406) 565-3027 FAX: (406) 693-7069 E: Christopher.StJean@mt.gov2. Oregon State Hospital 2600 Center St NE Salem, OR 97301 Samantha Swiger, RN Desk: 503-945-7713 Cell: 503-932-7996 E: Samantha.k.swiger@dhsoha.state.or.us3. Vermont State Hospital - Vermont Psychiatric Care Hospital 350 Fisher Road Berlin, VT 05633-7901 Stephanie Shaw, MSN, RN Chief Nursing Executive P: (802) 798 – 2295 E: Stephanie.S.Shaw@vermont.gov		

4	BIDDER EO 18-03 CERTIFICATION – Required; Total Maximum Points 5	MAXIMUM TOTAL POINTS	THIS COLUMN IS FOR EVALUATION PURPOSES ONLY
	<p>Are Bidder’s employees required to sign, as a condition of employment, a mandatory individual arbitration clause and/or a class or collective action waiver?</p> <p>Please Note: Points for this question will be awarded to bidders who respond that they do not require these clauses and waivers. If you certify here that Bidder’s employees are NOT required to sign these clauses and waivers as a condition of employment, and you are the successful bidder, a term will be added to Bidder’s contract certifying this response and requiring notification to DSHS if you later require Bidder’s employees to agree to these clauses or waivers during the term of the contract.</p>	5 (for answer “no”)	
	<p>ANSWER:</p> <p>No. SHC Service, Inc. does not require its employees to sign a mandatory arbitration clause and/or a class or collective action waiver as a condition of employment.</p>		
5	BIDDER’S ACKNOWLEDGMENT of STATEMENT REGARDING TRAVEL AND DIVERSITY; Not Scored	MAXIMUM TOTAL POINTS	THIS COLUMN IS FOR EVALUATION PURPOSES ONLY
a	<p>Does Bidder’s firm have a Washington Office or plan to establish one?</p>	NOT SCORED	
	<p>ANSWER:</p> <p>SHC Services, Inc. does not have a physical office in Washington. SHC maintained a physical office in the Metro Seattle area, for twenty (20) years until 2021 when we transitioned our local staffing resources permanently to a virtual environment. Although we do not have an office located within the state of Washington, our presence dates to 2003 and we would be open to discuss this option if DSHS feels it is important to the success of our partnership.</p>		
b	<p>Describe how Bidder incorporates diversity into firm business organization and recruitment.</p>	NOT SCORED	
	<p>ANSWER:</p>		

<p>SHC is committed to achieving diversity in the workforce. Annually, we perform an in-depth analysis of the total employment process to determine if and where impediments to equal employment opportunity may exist and create corrective actions for improvement. These areas include:</p> <ol style="list-style-type: none"> 1. Workforce composition by job group and set goals for improvement 2. Personnel activity: We will routinely conduct adverse impact analyses using the “Eighty Percent Test” or other statistical methods to analyze our personnel activities, including applicant flow, hires, promotions, terminations and other personnel actions, to determine if there are selection disparities between men and women, minorities, nonminority (and within specific racial groups, if appropriate), or disabled and nondisabled applicants or employees. For tests are used as a part of our selection process, we confirm these tests are job-related and are validated. We have taken corrective action to remove any barriers to hiring or retaining women, people of color, or individuals with disabilities. 3. Compensation system: We will routinely review our compensation system, including rates of pay and bonuses, to determine whether there is any gender, race, ethnicity, or disability-based disparities. If any disparities are identified, we take prompt action to resolve the disparity. In offering employment to individuals with disabilities, we will not reduce the amount of compensation offered because of any disability income, pension, or other benefit the applicant or employee receives from another source. 4. Personnel procedures: We will routinely review our personnel procedures and processes, including selection, recruitment, referral, transfers and promotions, seniority provisions, apprenticeship programs and company-sponsored training programs and other company activities to determine if all employees or applicants are fairly considered. 		
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<p>5. Any other areas that might impact the success of our Affirmative Action Program: We continually analyze any other areas that may impact our success, such as accessibility of our facility to the available workforce, the attitude of our current workforce towards EEO, proper posting of our EEO policy and required governmental posters, proper notification of our subcontractors or partners, and retention of records in accordance with applicable law. We take prompt action to remedy any problems in these areas through training of staff or other methods.</p> <p>Action-Oriented Programs</p> <p><i>Selection Process</i></p> <p>We will evaluate our selection process using an adverse impact analysis to determine if our requirements screen out a disproportionate number of minorities, women, or individuals with disabilities. All personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes will be carefully selected and trained to ensure that there is a commitment to the affirmative action program and its implementation.</p> <p><i>Recruitment of Employees</i></p> <p>1. All solicitation or advertisements for employees will state that applicants will receive consideration for employment regardless of their race, color, creed, religion, national origin, sex, sexual orientation, disability, age, marital status, or status with regard to public assistance. When needed, to help address underutilization, help wanted advertising will also be placed in news media oriented towards women or minorities. Copies of advertisements for employees will be kept on file for review by enforcement agencies.</p> <p>2. When we place help-wanted advertisements, we will not indicate a preference, limitation, or specification based on sex, age, national origin, or other protected characteristic, unless that characteristic is a bona fide occupational qualification for a particular job. We will not allow any employment agency with which we work to express any such limitation on our behalf, and we will require that these agencies share our commitment to Equal Employment Opportunity.</p>		
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<p>3. All positions for which we post or advertise externally will be listed with State Workforce Centers, America’s Job Bank, or similar governmental agencies.</p> <p>4. We will request each state’s Employment and Economic Development Program to refer qualified individual with disabilities for employment consideration under our affirmative action programs.</p> <p>5. As necessary to ensure that potential candidates are aware of job openings, we will contact community organizations focused on the employment of women, minorities, and individuals with disabilities (including state vocational rehabilitation agencies or facilities, sheltered workshops, college placement offices, education agencies, or labor organizations).</p> <p>6. We will keep documentation of all contacts made and responses received, in connection with paragraphs 4 and 5 above, whether formal or informal. We will make every effort to give these agencies a reasonable amount of time to locate and refer applicants.</p> <p>7. We will carry out active recruiting programs at relevant technical schools and colleges, where applicable.</p> <p>8. We will encourage existing minorities, female and disabled employees to recruit additional candidates for employment opportunities.</p> <p>9. Consideration of minorities and women not currently in the workforce: We will take additional steps to encourage the employment of women, minorities and individuals with disabilities who are not currently in the workforce, such as providing part-time employment, internships, or summer employment programs.</p> <p>Training Programs</p>		
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	<p>Minorities, females, and employees with disabilities will be afforded full opportunity and will be encouraged to participate in all organization sponsored educational and training programs. We will seek the inclusion of qualified minorities, female and disabled employees in any apprenticeship program in which we participate.</p>		
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