

# Statement of Qualifications Presented to Gainesville Regional Utilities

Attention Purchasing  
RFSQ No. 2017-056 for Recruitment Services

Sarah Chandler  
Account Manager  
7077 Bonneval Road Suite 500  
Jacksonville, FL 32216  
(904) 527-5577  
sachandl@aerotek.com



## List of Contents

|                              |    |
|------------------------------|----|
| Letter of Interest           | 3  |
| Company Overview             | 4  |
| Market Specialization        | 5  |
| Qualifications of Recruiters | 7  |
| References                   | 11 |
| Scope of Services            | 12 |
| Conclusion                   | 23 |



Aerotek is a member of the American Staffing Association.

Aerotek is an equal opportunity employer.

This document contains information that is privileged, confidential, and otherwise protected from disclosure to anyone other than its intended recipient(s). As a result, this information should not be disclosed, duplicated or used for any other purpose than to evaluate Aerotek. If a contract is awarded as a result of the submission of this document, any right to disclose, duplicate or use the data contained within this response, will be to the extent provided in the resulting agreement.

James Frampton  
Senior Buyer, Purchasing Division  
P.O. Box 147117, Station #A – 130  
Gainesville, FL 32614-7117

June 8, 2017

Dear James Frampton,

Thank you for considering Aerotek for your recruitment services needs in the selection and placement of engineer and technical level employees. We believe that our company and recruiters have the necessary experience and unique ability to recruit the highest quality professional engineers and technical employees from a variety of resources in order to fulfill Gainesville Regional Utilities' needs.

Enclosed please find Aerotek's statement of qualifications as requested in "Request for Statement of Qualifications for Recruitment Services for Professional Engineer and Technical Positions at a Municipal Multi-Service Utility."

Thank you for your time and consideration. If you have any questions or require additional information, please do not hesitate to call. I can be reached at (904) 527-5577 or [sachandle@aerotek.com](mailto:sachandle@aerotek.com).

Sincerely,  
  
Sarah Chandler  
Account Manager

## Company Overview

Our people are everything. For more than 30 years, Aerotek® Inc. has distinguished itself as a leader in recruiting and staffing services by having a deep understanding of the intersection of talent and business. As a strategic partner to more than 18,000 clients and 300,000 contract employees every year, Aerotek’s people-focused approach yields competitive advantage for its clients and rewarding careers for its contract employees.

### Aerotek’s Parent Company – Allegis Group® Inc.

Aerotek is an operating company within Allegis Group, the largest staffing company in the United States with sales of \$11.5 billion in 2016 and a network of nearly 500 offices globally. Allegis Group is comprised of several operating companies that Aerotek can partner with to effectively cover the entire spectrum of occupations, from laborers to skilled professionals.



**Figure 1: Allegis Group Overview.** Aerotek’s sister companies offer additional opportunities to meet staffing requirements, if needed.

## Market Specialization

Each of Aerotek’s unique divisions focus on the recruitment and performance of a specialized workforce, and each recruiter and account manager is niche-specific. Gainesville Regional Utilities will benefit from a dedicated team of industry experts that will craft a sourcing strategy based on your unique business needs and will be supported by three of our nine divisions. Below are descriptions of the divisions that will be supporting Gainesville Regional Utilities as well as the number of contract employees in relevant placed by Aerotek and the number of those specifically placed in Jacksonville.

**Aerotek Energy Services®:** Aerotek Energy Services provides technical and skilled labor support to the alternative power, oil and gas and traditional power sectors. We support all phases of energy generation and delivery

| Energy                         | Aerotek      | Jacksonville |
|--------------------------------|--------------|--------------|
| Civil/Structural Engineer      | 54           | 3            |
| Construction Manager           | 130          | 2            |
| Designer                       | 157          | 16           |
| Drafter                        | 305          | 17           |
| Electrical/Electronic Engineer | 165          | 6            |
| Electrician                    | 479          | 63           |
| Forklift Operator              | 55           | 15           |
| General Laborer                | 3,190        | 77           |
| Inspector                      | 161          | 11           |
| I&C Technician                 | 24           | 13           |
| Machinist                      | 7            | 3            |
| Maintenance/Mechanic           | 34           | 10           |
| Mechanical Engineer            | 136          | 6            |
| Millwright                     | 21           | 11           |
| Planner/Scheduler              | 112          | 13           |
| Project Controls               | 84           | 14           |
| Supervisor/Manager-Energy      | 104          | 5            |
| Technician                     | 825          | 31           |
| Welder                         | 83           | 12           |
| <b>Total:</b>                  | <b>6,126</b> | <b>328</b>   |

**Aerotek Environmental & Engineering ®:** Aerotek Environmental & Engineering (E&E) provides services to the architecture and engineering construction services and environmental and remediation industries within the public and private sectors.

| <b>E&amp;E</b>                | <b>Aerotek</b> | <b>Jacksonville</b> |
|-------------------------------|----------------|---------------------|
| Civil Engineer                | 345            | 3                   |
| Concrete Worker               | 142            | 4                   |
| Construction Manager          | 1,193          | 93                  |
| Electrician                   | 551            | 14                  |
| Engineering Intern            | 120            | 1                   |
| Environmental Engineer        | 125            | 0                   |
| Environmental Health & Safety | 141            | 16                  |
| Field Technician              | 964            | 2                   |
| Finishing Carpenter           | 720            | 3                   |
| General Laborer               | 1,611          | 64                  |
| Haz Field Technician          | 72             | 0                   |
| Heavy Equipment Operator      | 286            | 21                  |
| HVAC                          | 271            | 10                  |
| Inspector                     | 1,306          | 10                  |
| Supervisor/Manager-E&E        | 154            | 3                   |
| Surveyor                      | 215            | 14                  |
| Water Treatment Operator      | 126            | 24                  |
| <b>Total:</b>                 | <b>8,342</b>   | <b>282</b>          |

**Aerotek Contract Engineering ®:** Aerotek Contract Engineering (CE) provides engineering and engineering support professionals to industries including aerospace and defense, automotive manufacturers and suppliers, consumer and industrial products and medical products and devices. Aerotek is the largest U.S. provider of engineering and staffing according to SIA.

| <b>Aerotek Contract Engineering</b> | <b>Aerotek</b> | <b>Jacksonville</b> |
|-------------------------------------|----------------|---------------------|
| Controls Engineer                   | 425            | 7                   |
| Electrical Designer                 | 240            | 10                  |
| Electrical Drafter                  | 58             | 6                   |
| Electrical/Electronic Engineer      | 684            | 10                  |
| Eng/R&D Lab Technician              | 1,289          | 7                   |
| Engineering Administration          | 958            | 9                   |
| Engineering Intern                  | 189            | 0                   |
| Engineering Management              | 207            | 3                   |
| Hardware Design Engineer            | 100            | 3                   |
| Hardware Test Engineer              | 77             | 0                   |
| Industrial Engineer                 | 213            | 1                   |
| Manufacturing Engineer              | 803            | 4                   |

|                               |               |            |
|-------------------------------|---------------|------------|
| Materials Engineer            | 122           | 1          |
| Mechanical Designer           | 942           | 7          |
| Mechanical Drafter            | 745           | 10         |
| Mechanical Engineer           | 1,347         | 15         |
| Process/Chemical Engineer     | 134           | 6          |
| Program Manager               | 316           | 2          |
| Quality Engineer              | 1,108         | 0          |
| Software Design/ Dev Engineer | 551           | 10         |
| Software Quality Engineer     | 53            | 1          |
| Supervisor/Manager            | 451           | 1          |
| Systems Engineer              | 167           | 1          |
| Technical Writer              | 240           | 9          |
| <b>Total:</b>                 | <b>11,419</b> | <b>123</b> |

## Qualifications of Recruiters

Aerotek currently employs over 3,500 recruiters, 25 of which are located in our Jacksonville office. These recruiters are market-aligned, which means that they are nuanced and experienced in the market in which they work. This specialization ensures that all of the recruiters that are working with Gainesville Regional Utilities understand the demands that your company faces and have experience meeting those demands and providing highly qualified professional and technical contract employees in this field.

Our recruiters will be responsible for all aspects of sourcing contract employees and completing the hiring process. Recruiters will work side-by-side with their Account Manager (AM) to fulfill all open positions as requested by Gainesville Regional Utilities. Aerotek will partner with Gainesville Regional Utilities to ensure that we thoroughly understand your unique company needs and culture, and then our recruiters will source the most highly qualified candidates that meet the specific needs of your company.

Recruiter responsibilities include, but are not limited to:

### Identification Process:

- ✓ Use internal database to identify potential candidates
- ✓ Post open positions on the Internet to increase available candidate pool
- ✓ Develop creative recruiting resources to attract candidates
- ✓ Identify and attend events at career fairs and professional associations to network with potential candidates

### Recruiter Job Requirements:

- Bachelor's degree
- Prior experience in sales, marketing or a customer service environment is preferred
- Computer literate in Windows including MS Office
- Excellent written and oral communication skills
- Strong problem solving abilities

### Hiring Process:

- ✓ Screen candidates to ensure their qualifications meet the position requirements
- ✓ Conduct personal interview, skills testing, reference checks and background investigations
- ✓ Present job opportunities to qualified candidates and negotiate contract terms
- ✓ Complete new hire paperwork and document the new hire in Aerotek's personnel management system

### Management process:

- ✓ Assist in preparing resumes for clients to review
- ✓ Coach candidates through the client interview process
- ✓ Meet contractors on the first day of the assignment at the client site
- ✓ Build relationships with contract employees through different activities, including weekly lunch meetings
- ✓ Manage and supervise current contract, contract-to-hire and direct placement employees

Aerotek's team that will be supporting Gainesville Regional Utilities includes the following individuals:

#### **John Mullane, Director of Business Operations, 11 Years with Aerotek**

John Mullane is the Director of Business Operations for Aerotek in Jacksonville, Florida. John has been with Aerotek for over 10 years and prior to his current role, he served as a Senior Account Executive in Aerotek's Professional Services division as well as their Environmental, Engineering and Construction group.

Within the Professional Services division John was responsible for client engagement and fulfillment within corporate headquarters, shared service centers and call center environments. He also won, managed and serviced a national Master Services Engagement for Dow Jones / Wall Street Journal. During this engagement John was responsible for managing a vendor community of upwards of 20 staffing firms ensure fulfillment, compliance, and on-boarding of employees.

John also had the opportunity to manage Aerotek's Environmental, Engineering and Construction group for seven years, during which he was responsible for working within construction, wastewater, engineering and environmental remediation and conservation clients. John and his team were responsible for placing the following skill sets: wastewater operators, GIS Techs, Environmental Geologist/Scientist, Remediation specialists, heavy equipment operators, land development engineers/analysts, health & safety and project management. As the current Director of Business Operations, John is responsible for overseeing all of the operations for our Jacksonville marketplace managing a total of 9 account managers, and 25 Recruiters to ensure the highest level of customer service and delivery for our clients. John has a proven track record of holding his operation accountable to delivering quality candidates and a world class customer experience.



**Robert McKimm, Senior Account Executive, President – First Coast Diversity Council  
10 Years of Experience with Aerotek**

Robert has a Bachelor's degree in Business and Psychology along with very relevant experience working with high volume customers. Robert has managed three of the 10 divisions that Aerotek currently represents in our Marketplace. The three divisions that Robert has managed are manufacturing/skilled trades (craft labor), professional services and energy services. Throughout the last ten years Robert has built a strong reputation for delivering world class customer service scores based on the Staffing Industry Analysts (SIA) yearly surveys to contract employees and customers. Robert is also currently the President of the First Coast Diversity Council for the Northeast Florida market. The First Coast Diversity Council's initiative is driving awareness and education around diverse and inclusive topics currently impacting Northeast Florida.

In the last ten years Robert has managed four onsite programs with a minimum of 75 contract employees on each site annually. These sites were Hydro Aluminum (7 years onsite), Sea Ray Boats (6 years onsite and still present), Honeywell (1 year project), and Kinder Morgan (1 year and currently still onsite.) During their time onsite at these companies Robert and his team have filled a variety of positions including, but not limited to, administrative, clerical, billing support, maintenance, instrumentation and controls, production employees and all disciplines of engineering. Robert has also managed more than 10 project-based customers that have required him and his team to deliver as few as 30 contract employees and as many as 554 total employees on a single project.

Robert is also currently a Divisional Practice Leader for Aerotek's Florida and Georgia Energy markets. He is responsible for the management, delivery and development of our business for two other Account Managers and a team of four Recruiters. Robert also works daily with his onsite teams to ensure fulfillment of their customers' requirements and expectations of service. Robert takes pride in his development around fundamentals of the job and how his team executes for their customers with a high level of accountability. Based on these 10 years of robust experience, Robert and his team are very confident in their abilities to deliver on professional, technical, craft, skilled and semi-skilled positions for the GRU team.

**Keana Pierre, Customer Support Supervisor, 7 Years with Aerotek**

Keana Pierre is the Customer Support Supervisor for Aerotek Jacksonville, Florida. Throughout her tenure with Aerotek, Keana has held various support roles. She started her career in our Atlanta operation as an administrative assistance and quickly moved into the Customer Support Associate role, responsible for managing payroll and other HR functions for over 300 contract employees in our Professional Services, Engineering and Commercial divisions. After excelling in that role, she joined our corporate team as a payroll specialist and was responsible for ensuring accurate processing and reporting of payroll for over 3000 internal employees at our sister company Market Source.

Keana was given the opportunity to help pioneer the newly created *Contractor Care Representative* position with our Strategic Delivery Operation in Phoenix Arizona. As a contractor care representative, Keana was the dedicated point of contact for her

designated contract employee population to ensure world class customer service throughout their employment as well as to partner with the recruiting team to ensure they had continuous employment after their assignment successfully ended.

Most recently, Keana was promoted as a Customer Support Supervisor. She is responsible for interviewing, developing, training and managing the Customer Support Associate and Administrative Assistant team. She ensures that outstanding customer service is given to all customers, both internal and external. In addition, she manages vital office processes including the health and safety program, internal and external benefits and internal payroll. She partners with our Director of Business Operations to ensure our operation's business processes are in compliance. Keana has a demonstrated history of managing field support teams that maintain a commitment to excellence. She takes pride in delivering world class customer service and honoring our promises to our customers.

#### **Sarah Chandler, Account Manager, 2 Years with Aerotek**

Sarah has a Bachelor of Arts Degree from the University of North Florida in Business Administration with a focus in Business Management along with two years of experience working in the recruiting and staffing field. Sarah has worked in the Energy division for the duration of her career with Aerotek, specializing in providing recruiting and staffing solutions to the following industries: Oil & Gas, Power Generation, Transmission & Distribution, and Renewable Energy. She currently is an Account Manager in the Energy Services division. Sarah has a reputation for delivering world class customer service scores based on the Staffing Industry Analysts (SIA) yearly surveys to contract employees and customers.

In the first couple years of recruiting, Sarah assisted with several ramp-up projects that required contractor counts of 50 to 400. During that time, she was responsible for the maintenance and service of the accounts, including, but not limited to, recruiting strategies/hiring, new hire/training orientations, and implementing time keeping methods. The skill sets placed ranged from skilled trades to high-level technical positions.

## References

Below is information regarding three references for utilities that we have filled positions for professional engineers and/or technical employees within the last five years:

| Name of Company   | Name of Contact | Contact's Title   | Contact's Phone Number | Contact's Email Address  | Project Title              |
|---|-----------------|---|------------------------|--|----------------------------|
| Southern Company  | Roddy Taylor    | Design and Maintenance Support Mgr-SCS<br>Transmission Design and Maint | 205-257-4775           | <a href="mailto:rtaylor@southernco.com">rtaylor@southernco.com</a>   | General Staff Augmentation |
| <p>Project Description:</p> <p>Provide leased/contract workers in clerical/administrative/engineering/technical/environmental skill sets. Since 1999, Aerotek has supported Southern Company (Alabama Power, Georgia Power, Gulf Power, Mississippi Power, Southern Nuclear and Southern Company Services) by providing a highly talented leased/contract worker program to support them in many areas of their business. Aerotek has supported Southern Co. in many different departments and projects including but not limited to the following:</p> <ul style="list-style-type: none"> <li>Transmission Design and Maintenance</li> <li>Environmental Affairs</li> <li>Generating Plants – All Craft Labor, Engineering, and Light industrial</li> <li>Power Delivery – Drafters, Designers, Engineers, Technicians</li> <li>Data Mgmt – Records, Analysts, GIS</li> <li>Distribution GIS Services – Drafters, Designers, Analysts, Technicians</li> <li>Research and Development – New Constructions, Capital Improvements, and succession planning</li> <li>T-Line and Substation Construction</li> <li>Administrative – AP/AR, Clerical, Admins, Invoicing/Billing, Collections</li> </ul> <p>Aerotek has remained a top supplier with Southern Company and the operating units for the last 16 years.</p> |                 |   |                        |  |                            |
| City of Ocala   | Michael Poucher | Director, Electric Utility  | 325-351-6620           | <a href="mailto:mpoucher@ocalafl.org">mpoucher@ocalafl.org</a>       | General Staff Augmentation |
| <p>Project Description:</p> <p>Aerotek was selected as a preferred supplier by the City of Ocala to support the staffing and recruiting of technical and light-technical skill sets. We have worked with the management team on the forecasting of hiring needs. We have supported the utility in many different departments and projects including but not limited to the following:</p> <ul style="list-style-type: none"> <li>Transmission Design and Maintenance</li> <li>Water/Wastewater Design and Engineering</li> <li>Power Delivery – Drafters, Designers, Engineers, Technicians</li> <li>Data Management – Records, Analysts, GIS</li> <li>Distribution GIS Services – Drafters, Designers, Analysts, Technicians</li> <li>T-Line and Substation Construction and Maintenance</li> </ul>  |                 |   |                        |  |                            |
| Georgia Power   | Greg Detwiler   | Distribution Support Manager  | 404-954-6894           | <a href="mailto:rgdetwil@southernco.com">rgdetwil@southernco.com</a> | General Staff Augmentation |
| <p>Project Description:</p> <p>Provide leased/contract workers in clerical/administrative/engineering/technical/environmental skill sets. Since 1999, Aerotek has supported Southern Company (Alabama Power, Georgia Power, Gulf Power, Mississippi Power, Southern Nuclear and Southern Company Services) by providing a highly talented leased/contract worker program to support them in many areas of their business. Aerotek has supported Southern Co. in many different departments and projects including but not limited to the following:</p> <ul style="list-style-type: none"> <li>Transmission Design and Maintenance</li> <li>Environmental Affairs</li> <li>Generating Plants – All Craft Labor, Engineering, and Light industrial</li> <li>Power Delivery – Drafters, Designers, Engineers, Technicians</li> <li>Data Mgmt – Records, Analysts, GIS</li> <li>Distribution GIS Services – Drafters, Designers, Analysts, Technicians</li> <li>Research and Development – New Constructions, Capital Improvements, and succession planning</li> <li>T-Line and Substation Construction</li> <li>Administrative – AP/AR, Clerical, Admins, Invoicing/Billing, Collections</li> </ul> <p>Aerotek has remained a top supplier with Southern Company and the operating units for the last 16 years.</p> |                 |   |                        |  |                            |

## Scope of Services

Founded in 1983, Aerotek has built an unrivalled culture and unique, people-focused approach yielding a competitive advantage for our clients and rewarding careers for our contract employees. Our mission is to bring great people and great organizations together and this drive to connect people and make them successful is what we mean when we say - Our People Are Everything.

In our relationship with Gainesville Regional Utilities, we will source, screen and hire the most highly qualified candidates from a diverse pool of applicants. Aerotek will work with you to understand what makes Gainesville Regional Utilities unique and therefor discern what you need from your contract employees. Each business is different, and we will be sure to customize our offerings and services in order to be the best strategic partner to you as possible.

## Aerotek's Offerings

In addition to our staffing abilities, Aerotek offers a complete arsenal of additional services that we can offer to Gainesville Regional Utilities. These services include:

- ✓ **Vendor On-Premise:** Aerotek's on-premise offering is a fully managed staffing solution designed to meet your contract workforce needs through fulfillment, management, retention and measurement.
- ✓ **Payroll Services:** Aerotek provides a seamless transition of service to minimize the impact on your operations and increase acceptance among employees. Our process focuses on change management and ongoing communication. Companies will benefit from increased productivity, immediate resolution and reduced payroll.
- ✓ **Implementation Services:** Aerotek's dedicated implementation team consists of 27 members who have been certified by the American Staffing Association (ASA) as Certified Staffing Professionals (CSP). We have successfully completed implementations for single and multi-location companies across the U.S., Canada and Puerto Rico. Through a customized project plan and seamless execution of our services, we establish a lasting partnership with our customers.
- ✓ **Labor Market Analysis:** Aerotek's Market Research team thoroughly analyzes each market where Aerotek conducts business. Our analysis includes local employment levels and growth, industry metrics, applicant density and pricing indicators. Using this data, Aerotek can create a customized approach to local job seekers by accommodating the needs of candidates in a specialized job market. An understanding of the local economy helps us to be accessible to an even larger pool of candidates.

Aerotek's plans for growth include a continued focus on aligning our business offerings to our clients' program goals and hiring needs. Aerotek's labor market research team has grown over the last three years in order to align our sourcing efforts to hiring trends and labor market outlook. Creating custom labor market analytics and skill set reports allows us to serve clients as consultative partners and stay abreast of industry trends and hiring outlook. Being aware of these market trends also creates niche skill set support areas that align with our clients' hiring and alternative delivery needs.

## Voice of the Customer

As a partner of Aerotek, we know that it is integral to the success of your business that we understand your market-specific needs and that we meet those demands in a timely and efficient manner. Receiving feedback on our performance through our bi-annual Voice of the Customer (VOC) survey is our method of measuring client satisfaction in order to foster a strategic and quality relationship with your team. Some of the metrics measured in the VOC are:

- ✓ Being treated like a valued partner
- ✓ 24-hour issue resolution
- ✓ Understanding the position and culture of our client

In our last VOC survey, **85%** of our clients said that we resolved issues within 24 hours and **82%** of them said that we understand their business needs

## Best of Staffing

When Aerotek enters into a relationship with a client, we are making a promise to provide a strategic, quality relationship and to provide our client with quality employees. The fact that we have received Best of Staffing Client and Talent Awards two years in a row proves that we uphold this promise.



At Aerotek, we work with our contractors and our clients with pride and passion. We focus on providing you with:

- ✓ A Strategic Partnership: We understand your industry, provide workforce consultation and education on solutions and services
- ✓ A Quality Relationship: We understand your business, provide consistent communication and we're responsive to your needs
- ✓ Quality Employees: We match your job requirements, provide contract employees that fit your culture and we are a proven resource

Receiving the recognition of Best of Staffing Client and Talent Awards for the second consecutive year confirms that we are successful in fostering instrumental aspects of the wants and needs of our clients and contractors. These results make it clear that we far surpass others in our industry.

## Recruiting Process

To ensure we are providing quality candidates, Aerotek leverages its streamlined, fully-customizable engagement program. Our recruiting process includes five phases: analysis and qualification, sourcing, screening, selection and performance monitoring.

Throughout these phases, Aerotek's support team assigned to the Gainesville Regional Utilities partnership maintains consistent communication to ensure that we locate, screen and place only the most qualified, dedicated personnel with your company. Our Perfect Fit program enables us to place candidates for your open positions, the first time.

## Phase 1: Analysis & Qualification

### Company Profiling

To identify the right employee for Gainesville Regional Utilities, we analyze the task requirements and develop a detailed company profile. Each subsequent stage of our recruitment process is based on this analysis.

### Work Environment & Culture Evaluation

Understanding our customers' culture and mission tells us who they are and how we can be a helpful partner to them. We communicate the importance of your history and values to the employees we place with you.

### Cost Analysis

Our ability to control costs comes from locating a high-quality candidate quickly and correctly the first time.

### Labor Market Analysis

To develop recruiting strategies that work best for Gainesville Regional Utilities, we look at a variety of factors including contract and statutory requirements (WD and SCA), wage data, employment by industry and skill set, unemployment rates, average income and education levels.

### Detailed Requirement Qualification

We qualify the requirement with you by clarifying the description, start date, duration, salary, special skills or experience required. A thorough understanding of your request is imperative in our search for a qualified match.

## Phase 2: Sourcing

The second phase of our recruitment process is sourcing, when Aerotek's industry-focused recruiters locate qualified candidates to fill open positions. Our recruiters use a variety of sourcing methods which include both technology-based resources as well as more traditional sources, such as networking and employee referrals.

### Local & Niche Sourcing

Our search begins in the local community where our candidates live and work. Our focused sourcing allows us to become experts in terminology, nuances and regulations of each industry.

- ✓ Community Events
- ✓ Diversity Resources
- ✓ Employee Referrals
- ✓ Passive Job Seekers
- ✓ Professional Organizations
- ✓ Targeted Advertising and Job Fairs

### Recruiter & Network Referrals

We source candidates through our networks and other candidate referrals for specific skill sets and experience.

### Applicant Database & Tracking System Sourcing

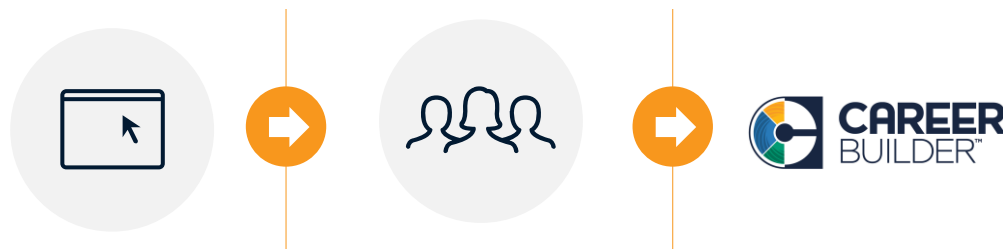
We use state of the art recruiting systems, industry job boards and social networking sites to reach job seekers online.

- ✓ Advanced Search Techniques
- ✓ Career Builder Partnership
- ✓ Industry Job Boards

By focusing our recruiting efforts on local, niche and internet sourcing, we can ensure that you receive the only best qualified candidates.

### Recruiter WorkSpace (RWS)

Gainesville Regional Utilities will benefit from Recruiter Workspace (RWS), Aerotek's proprietary web-based applicant tracking system. All Aerotek candidates, no matter what sourcing avenue used, are entered into RWS, which recruiters use to record candidate data, skill sets, qualifications and job preferences.



### Phase 3: Screening

Phase three of our Perfect Fit program is designed to ensure that all employees placed with Gainesville Regional Utilities have undergone the required steps to validate a candidate's qualifications. This phase includes candidate interviews, reference validation, ensuring I-9 compliance and administering any required skill testing.

#### Success Profile

The desired skills, experience and temperament critical to successful performance are all factors of the success profile.

#### Resume Screen

We will work with Gainesville Regional Utilities to identify prerequisite skills and experience necessary for any open positions. Aerotek will then look for these prerequisites when reviewing candidates' resumes.

#### Skills Assessment

In order to evaluate an individual's skill proficiency and competency, Aerotek uses Skill Perfect, our testing program. Skill Perfect assessments help to measure a candidate's skill level, behavioral characteristics, job performance and relevant job experience. Aerotek also partners with web-based testing provider Kenexa. Through Kenexa, we are able to offer hundreds of assessments for the clerical, software, industrial, healthcare, financial and technical personnel.

Tests are available via the internet, are validated and were developed to comply with equal employment opportunity guidelines. Kenexa provides more than 1,300 tests to identify the right

employee for nearly any position. Kenexa offers testing ranging from beginner to advanced and delivers immediate test results.

### **Phone Screen**

An initial telephone screen verifies a candidate's overall availability and fit as a contract employee. We address ability to perform the position and establish availability for the duration of the position. If we feel the employee is a good match, we will set up an appointment for a personal interview.

### **In-Depth Personal Interview**

Every candidate will be personally interviewed to ensure he/she possesses the qualifications, experience and temperament required for the position. Our recruiters evaluate the candidate's ability to perform the position. They establish their availability for the start date and ability to meet the entire duration of the assignment. They also verify the candidate's previous salary history and current salary requirements.

### **ITAR Compliance/E-Verify**

To verify the identity and employment eligibility of all employees, Aerotek uses E-Verify, an online employment eligibility verification system. We require all prospective employees to complete an I-9 Form and provide original documentation establishing either U.S. citizenship or the right to work in the United States.

### **Employment and Reference Verification**

At a minimum, we ask for two references from each candidate; however the number of references required varies based on our customer's requests. We thoroughly screen every candidate, obtaining detailed references from the applicant's previous jobs, including quality of work, attendance, wages and technical and interpersonal skills. To confirm legitimacy, it is our policy to check professional references, rather than personal references. Moreover, Aerotek ensures that references are from a former or current supervisor. We also require that the references are applicable to the job for which the employee is applying.

### **Follow-Up Interview**

The candidate is interviewed a second time, either over the phone or in person. The purpose of this interview is to review the position and its requirements and assure again that the candidate is capable and willing to meet job expectations of Gainesville Regional Utilities and Aerotek.

## **Phase 4: Selection**

Once a candidate is selected, Aerotek will make an offer and complete the final stage of position eligibility. After the candidate has accepted the position, we continue the transition into his or her new role.

### **On-Boarding & Orientation**

We review the candidate's completed paperwork and ensure acceptance of Aerotek's and our customer's policies and procedures. We confirm that each candidate understands the nature of the position and environment at Gainesville Regional Utilities.

- ✓ **Forms and Certifications:** All employees must complete an I-9 Form and present an original document that establishes identity and employment eligibility.
- ✓ **Employee Agreement:** All employees sign an employee agreement that defines their status as an Aerotek employee throughout the duration of the assignment.



- ✓ **Realistic Job Preview:** An employee experiences the work environment through a briefing and preview of the position.
- ✓ **First-day Introduction:** On the first day of assignment, a representative from our company will be at the work site to introduce the employee to the project manager.

### Compliance

This additional level of screening assures that the candidate is capable of meeting our customer's performance requirements.

- ✓ **Drug Screen:** Aerotek is able to provide drug screening services for all applicants as required by Gainesville Regional Utilities. The tests we offer include 5,7,9, or 10-panel drug screen. We coordinate these screenings through our affiliate, Alere. As one of the nation's largest providers of Occupational Health Management, Alere has the experience, technology and staff to manage even the most complex programs. Alere is able to access experienced providers from a nationwide network of more than 4,000 clinics and collection facilities. Their proprietary computer system allows us to track and review each employee's results as soon as they are available from the provider, assuring that you receive the fastest possible drug clearances for your employees.
- ✓ **Background Check:** Aerotek executes all background screening through Sterling Talent Solutions. Our check consists of a seven-year county criminal search, Social Security verification and employment and education verification. During this process we will also screen for any necessary license verifications. This background screening can be adjusted to meet the needs of Gainesville Regional Utilities.
- ✓ **Security Clearance:** We actively participate in the National Industrial Security Program (NISP) to process and employ personnel with current and active security clearances.

### Match Analysis

Following an interview, Gainesville Regional Utilities will have the opportunity to review potential candidates with Aerotek. During this match analysis, Gainesville Regional Utilities and Aerotek will discuss whether the candidate is a good fit for the job or if there needs to be changes in the search criteria locating the candidate with the right skills and experience required for the position.

## Phase 5: Performance Monitoring

The final phase of our engagement process is an ongoing partnership with both you and the contract workforce. We remain in constant communication with our workers and Gainesville Regional Utilities leadership throughout the scope of the contract. During this phase, we use surveys and issue resolution processes to ensure the complete satisfaction of our personnel and your leadership.

### Continuous Communication

Open communication between the customer and Aerotek occurs continually at intervals determined by you. We maintain frequent contact with the employee and your managers to resolve issues and respond to your requests.

### Customer Feedback

We measure customer satisfaction to assess our overall level of service. It is available online and allows you to request immediate follow-up for problem solving. Aerotek's Voice of the Customer survey measures your satisfaction level and ensures high-level service at each account.

Gainesville Regional Utilities can immediately request details or follow up to any issues that may arise.

### **Performance Reporting**

Aerotek tracks and reports our placement success through a variety of performance metrics, also known as key performance indicators (KPIs). Determining and quantifying KPIs, such as attrition, fill ratio and response time, is crucial to assessing our ability to meet your performance requirements.

### **Exit References**

We want your input on how our employee fits your position. As an employee is exiting an assignment, we ask you to rate him or her on several factors including:

- ✓ Professional appearance
- ✓ Attendance
- ✓ Attitude
- ✓ Dependability
- ✓ Quality of work
- ✓ Productivity

## **Retention Efforts**

At Aerotek, we pride ourselves not only on finding the right candidates the first time, but also finding candidates who will work through the duration of their assignment. It is also important that these contractors are happy with their placements and that the job they are placed in meets their expectations. We are able to provide our contractors with quality benefits that improve their overall quality of life, and we also work with our partners to implement retention programs.

Our constant communication and VOC survey give us opportunities to gauge our contractors' satisfaction levels and make any adjustments necessary to make their experience even better. In the VOC, we ask for feedback in many areas, including whether or not we were able to resolve any issues within 24 hours as well as whether or not a recruiter reached out to the contractor during their first week of work.

It is important to recognize positive performance at work, and retention programs are an effective way of making our contractors feel that their work is valued. Aerotek works with their partners to find a program or reward that is best, and these can include but are not limited to:

### **Bi-Yearly Recognition Party**

Managers can recognize leased workers at any time, but it is mostly facilitated during our perfect fit surveys. Select contract employees are invited to a ceremony along with the hiring manager that recommended them. Aerotek provides achievement certificates, cake and punch and reads the comments that their supervisor said about them in front of their peers.

### **On the Spot Awards**

Based on feedback from management, Aerotek issues "on the spot" awards to employees who have exceeded expectations. Aerotek presents the leased worker with a certificate of achievement and the award, congratulating them on their hard work and achievements.

### Rally Up Meetings

Aerotek can partner with client managers to provide recognition for meeting and/or exceeding established goals on a quarterly basis. Aerotek provides achievement certificates, awards, lunch and we gather to celebrate their accomplishments. Since this program has been in place in other programs, our retention rates within high-turnover environments has increased.

### Aerotek Annual Luncheon

Annually, Aerotek is able to hold a luncheon for our contract employees to thank them for their contributions to Aerotek and their placement.

### Contractor Lunches

We recognize our contract employees by treating them to a lunch for events such as 1-year work anniversaries, special occasions or during evaluations.

### Birthday Announcements

We email a virtual birthday card monthly to all of our contract employees who have a birthday during that specific month.

Each contractor that we employ is more than a resume, and taking the time to celebrate them and their accomplishments is an integral aspect of maintaining a positive relationship with them throughout each of their assignments. We look forward to working with you to find the best solutions to your work place and to working towards the retention rates that you are seeking.

## Performance Feedback

In our effort to bring quality contractors together with our strategic partners, we know that communication allows us to work with everyone to the best of our ability. Throughout our process of placing candidates, we learn the culture of our client and ensure that we know the requirements necessary for each job placement. After our candidate is placed, we rely on our client to provide feedback so that we can understand what our contractors are doing well and where they can improve. Aerotek also works closely with your team to develop an effective framework for communication with contract employees that generates both qualitative and quantitative outcomes. Establishing a structured setting for giving and receiving feedback provides both us and our customers with a way to maximize communication in a time efficient manner. This allows us to meet all client needs and adapt along with them as their demands change.

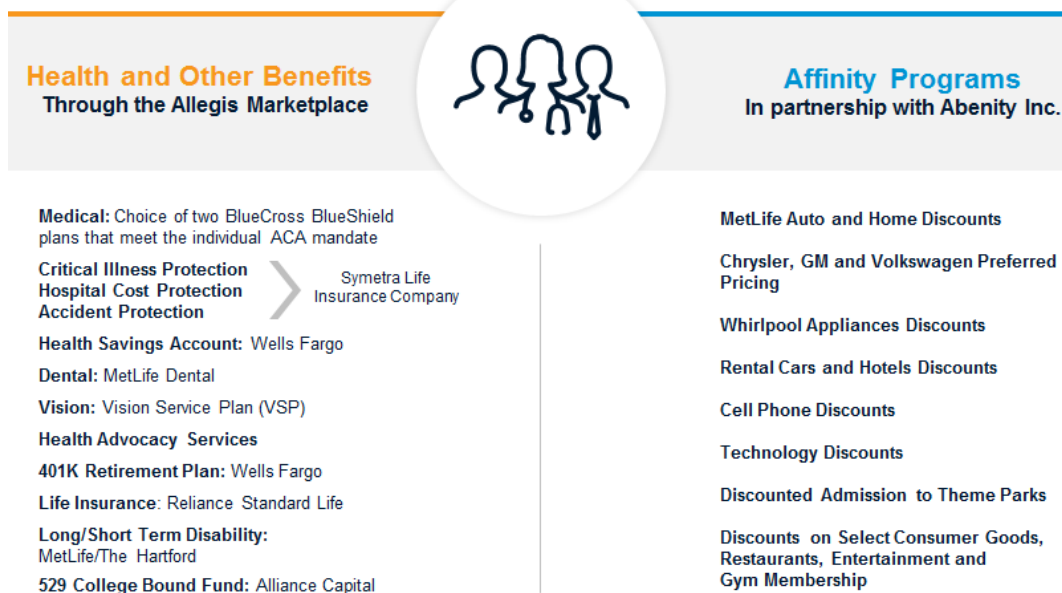
Companies with highly engaged employees **outperform their competitors** in the following categories:

- 10% higher customer ratings
- 21% higher profitability
- 20% higher productivity
- 24-59% lower turnover
- 41% absenteeism
- 40% fewer quality inconsistencies

Aerotek knows that there is not only value in attracting the best candidates, but it is also important to retain talent. Providing performance feedback increases the chances that our valued employees continue to work with us. This also establishes an environment that encourages open and honest communication, gives us the chance to make sure that the job meets their expectations and gives us the chance to communicate any feedback, whether it is negative or positive, that their manager may have for them. Maintaining a relationship of this nature helps employees to feel productive and valued. This open communication creates an environment in which both our clients and contractors can thrive.

## Employee Advantage Program

Aerotek emphasizes the true employer-employee partnership, providing excellent benefits and awards to our contingent workforce. We understand that our clients see the benefits of the value we place on our contingent workforce through satisfied contract employees, increased productivity and reduced absenteeism and turnover:



**Figure 2: Contract Worker Benefits.** Aerotek provides excellent benefits to our clients, including affinity programs aimed at improving our contract employees' quality of life.

### Flexible Payment Options

We provide paychecks each week by direct deposit, mail or for pick-up at a local office. We also offer CashPay, which automatically deposits an employee's paycheck into an account for instant access using a Visa card.

### Job Preparation

We prepare an employee by assisting at each step of the hiring process, from interview to placement. We provide details about the position and describe the working environment. We may also escort an employee on the first day of work to ensure a smooth transition. Recruiters communicate with placements throughout the duration of the assignment to ensure satisfaction.

### Relationship Building

We take the time to learn about each candidate and his or her job expectations. This allows us to accurately match an individual's personality and skills to the right position. We meet with our employees regularly and show appreciation for jobs well done through lunch meetings and performance evaluations.

### Incentive and Recognition

We recognize and reward excellent performance. Upon customer requests, we can implement incentive programs for our employees that may include: discretionary completion bonuses, performance-based bonuses, merit awards and employee attendance bonuses among other recognition and retention initiatives.

## Diversity and Inclusion

Diversity and inclusion is at the forefront of Aerotek's core values and serve as the core pillars of our business. Through diversity and inclusion initiatives we increase our effectiveness, leverage our strategic advantages and maximize our ability to service our customers. Learning from and leveraging the differences that make our workplace, workforce and marketplace unique is critical to our success.

### Workforce

Each person that we work with brings their own unique set of values and experiences, and this adds fresh perspective and insight to our business. In the workforce we strive to create an environment of inclusiveness where respect is given to each individual. This optimizes our performance and enriches our employee and customer experience.

### Workplace

Each of our clients is in unique communities and have unparalleled needs. Aerotek strives to create a team that is reflective of those differences in order to best serve our clients through our strategic partnerships and maintain a competitive edge that is vital for success in an ever-changing, multi-cultural world.

### Marketplace

We have positioned diversity and inclusion as a catalyst for achieving our business objectives. Through our strategic alliances with organizations in the communities where we live, work and serve, we consistently deliver high-quality, market-specific business solutions to our customers. This includes partnerships with military organizations, multi-cultural groups, trade schools and various other professional groups that can cultivate a diverse candidate pool.

## Veteran Outreach

Aerotek, as well as our clients, greatly value the unique experience, skills and capabilities that our military service members and veterans bring to the civilian workforce. We are dedicated to helping these individuals understand how their military skills and expertise can be applied to positions within the many industries we serve. We are committed to supporting the unique needs of military spouses, partners, and family members who are seeking employment opportunities.

In order to identify attract and engage military talent more effectively, it is important to build partnerships with organizations who are currently operating within the veteran and military landscape. Through these alliances, and by building relations in our local markets, we are able to gain access to a diverse pool of talent within military communities.

### Society of American Military Engineers (SAME)

SAME is a military engineering association that provides its members with opportunities for training, education, and professional development through conferences, workshops, networking events, and publications. This organization brings together those with military backgrounds in STEM, facility management, architecture, construction, and more with both public and private sectors.

### Operation Impact

Operation IMPACT is a Northrop Grumman initiative that provides career transition support to military service members and their families who have been severely injured in the global war on

terror. In this effort, Northrop Grumman has partnered with other companies and created a group, known as the Operation IMPACT Network of Champions, who shares the same commitment. In cases where it may be difficult to find a fit for an individual's skills and/or accommodate their geographic location preference, the Network of Champions becomes another resource in which to market the experience and skills of Operation IMPACT candidates. With prior approval from the candidate, they share their resume with our partner companies in order to provide a wider network for employment opportunities.

### **GI Jobs Military Friendly Employer (2016, 2015, 2014, 2013 & 2012)**

Aerotek has been recognized as a Top Military Friendly Employer every year since 2012! The 2016 list of Military Friendly Employers distinguishes elite companies who boast the strongest job opportunities, hiring practices and retention programs for transitioning service members and spouses seeking civilian employment.

## **Sourcing Candidates**

Recruiting requires organization and great teams work in tandem to execute the recruiting process. Aerotek's marketing team has leveraged a variety of marketing strategies, including the following:

- ✓ Paid search advertising
- ✓ National display advertising campaigns on social media
- ✓ Email campaigns
- ✓ Job fairs
- ✓ Local partnerships
- ✓ Employee referrals
- ✓ Direct mail

Aerotek is a national recruiting organization that is privately held and shares the same database, resources and expertise across all markets. All of our recruiters are niche/industry focused and trained, meaning they are responsible for building candidate pools and networks in their perspective divisions. To support these efforts, each recruiter has access to industry specific job boards and associations.

## **Recruiter WorkSpace**

Aerotek's recruiters proactively pipeline candidates through our proprietary candidate database, Recruiter WorkSpace (RWS). RWS is a web-based application which houses more than 28 million candidate resumes and is accessible 24/7 by Aerotek personnel which aids us in the process of establishing contact with candidates and then continuing to maintain a relationship with them. RWS allows our recruiters to organize our customer's requisitions, search for viable candidates, schedule calls, interviews and meetings with prospective applicants and submit possible contenders online. The workspace also gives recruiters the ability to create networks to store, categorize and manage potential candidates for future business, which helps ensure a robust number of quality contract workers within their pipelines.

In an effort to provide our clients with the best talent in their market, Aerotek recruiters are required to speak with a number of candidates on a weekly basis and populate RWS with relevant candidate career information. Recruiters are held accountable for these quotas by their managers and the RWS tool generates internal reporting to ensure recruiting goals are consistently met. Tracking the efficiency of our recruiters and candidates is a way in which we can be sure that we are maintaining a quality relationship with our client and providing them with quality employees.

Below is a table highlighting the candidates in RWS in the skillsets for your market within 50 miles of Gainesville. This will be the first group that we begin sourcing candidates from:

| Skillset   | Within 50 Miles of Gainesville |
|--|--------------------------------|
| Power Delivery Engineering                         | 275                            |
| Transmission Design and Maintenance                | 123                            |
| T-Line and Substation Construction and Maintenance | 747                            |
| Water/Wastewater Design and Engineering            | 357                            |

## Conclusion

It is our hope that the information included in this document has articulated how Aerotek can provide staffing services to Gainesville Regional Utilities. Our focus will be to provide high-value, cost-effective solutions to Gainesville Regional Utilities in a relationship-based engagement model.

We know that a company's success starts with its employees. We also know that an individual's success starts with the right career opportunity. As a Best of Staffing® Client and Talent leader, Aerotek's people-focused approach yields competitive advantage for our clients and rewarding careers for our contract employees.

Since 1983, Aerotek has grown to become a leader in recruiting and staffing services. With more than 250 non-franchised offices, Aerotek's 6,000 internal employees serve more than 300,000 contract employees and 18,000 clients every year. For more information, visit [Aerotek.com](http://Aerotek.com).

Sarah Chandler  
 Account Manager  
 (904) 527-5577  
[sachandl@aerotek.com](mailto:sachandl@aerotek.com)