



SAMPLE HUMAN CAPITAL DUE DILIGENCE AND INTEGRATION REPORT

TeleCo Inc.

December 1, 2021

This document presents data and information shared with us through a process of preliminary document review, telephone conversations, e-mail, and other methods with TeleCo Inc., Sample PE Capital and various other sources. These data should be viewed as preliminary and as a basis for further exploration, only.

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29 BISON
Appreciating *[human]* capital™

December 1, 2021



Sample PE Capital
John Smith
500 Main Street, Suite 227
Anytown, PA 11222

Dear John:

These materials were prepared by 29Bison, LLC ("29Bison") for Sample PE Capital ("Client"), subject to the terms and conditions of that certain engagement letter by and between 29Bison and Client dated August 31, 2021

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With gratitude,

29Bison, LLC

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TeleCo Inc.
Risks and Opportunities Analysis
By Priority/Timing
December 1, 2021

Priority & Timing (Days Post-Close)	Risk and/or Opportunity	Item	Category	Details	Action Steps & Recommendations	Resources and Support
0-30	R	Pension Benefits	Benefits	Audit record identifies LEGACY COMPANY A as having 'pension expenses' - is this truly a defined benefit plan? M. Miller informed us that there were no records, nor was she aware of a DB plan for any of the organizations.	Recommend WTW to review LEGACY COMPANY A documents to be certain that if a DB plan had existed it was properly terminated.	WillisTowersWatson
0-30	R/O	Contractors/Consultants	Compliance; Analytics and Decision Making	The organization chart indicates five (5) consultants/independent contractors. Tyler Howler is identified as an independent IT consultant with an expected end-date of December 31, 2021. (New Bootl Consulting - SiteTracker implementation). Darren David has been with the company as a contractor since January 1, 2019 - need to determine path forward. Risk of co-employment issues. (M.Miller believes there are no plans to convert him to W-2, final decision will be made at/following deal closing). John Sargent (Sales) will move to FT employment with TeleCo Inc. as of July 24, 2022. Brent Months started as contractor July 1, 2021; Paul-Ajay is starting September 30, 2021 scheduled through October 31, 2021 (M.Miller is unaware of them and could not locate agreements for them).	Establish a process/practice to ensure that independent contractors are engaged under independent contractor agreements and monitored appropriately. Instances where an individual is contacted under a supplier agreement (e.g. Tyler Howler/New Bootl Consulting*) and appears on the organization chart should be labeled accordingly. *Additionally contract review process should be considered - effective dates in this agreement indicate that the end date precedes the start date of the engagement period.	Human Resources, Contracts Administration
0-30	R	Department of Transportation/Department of Motor Vehicles Screening and Random Drug Testing	Compliance	TeleCo Inc. reported no failures to pass required DOT/DMV licensed driver screenings. No reports or confirmations of these screenings or screening outcomes were provided. To-date we have no information on the organization's random drug screening practices and results. Currently DOT/DMV checks are managed by Jenn Smith. We do not know yet who is addressing random drug screens.	We recommend configuring Paycor or another secure, auditable system to capture activities, outcomes and produce reliable records.	Operations, Safety, Human Resources
0-30	R	Employee Handbooks and State Specific Employment Policy Addenda	Compliance	<i>Initial handbook review completed 09.21.2021</i> - refer to handbook sheet for details. Employee census does not indicate the employees' states of residence or employment therefore we cannot determine whether/if all required state-specific addenda are included. Additional employee and management handbooks were made available in the dataroom (11.2021) - none of these make reference to or include state-specific content	Consolidate the various employee handbooks, separate policy-related onboarding/orientation documents, individual policies and practices. Ensure consistence across all documents. Review handbook and employee census/payroll data to ensure that policies and state-specific addenda are complete and correct.	Human Resources, Labor and Employment Attorneys
0-30	R	Employment Eligibility Verification	Compliance	August 11, 2021 Audit Report from SCH Group: "I-9 Documentation. During our audit testing, we were unable to obtain copies of I-9's for 1 LEGACY COMPANY A employee and all 4 LEGACY COMPANY C employees selected for testing to ensure they are properly authorized to work. In addition, some of the I-9's did not include proof of 1 or both supporting documents, as required by the I-9 form. We recommend that the Company ensure that I-9's are retained for all employees and are complete and accurate to ensure that the employee is eligible to work and compliance with Federal labor laws." 29Bison requested and was provided copies of all completed I-9 forms and supporting documents. Some forms are missing, many records do not contain supporting documents, others contain what appear to be electronic signatures, but the e-signature cannot be validated. At least one USCIS record is expired and we could not determine whether/if it is a permanent resident alien authorization. The Company also shared that they are implementing eVerify as part of the Paycor applicant tracking system (ATS) onboarding process.	Train all employees responsible for administration of employee onboarding using current I-9 documents and training produced by the US Department of Homeland Security. Complete the implementation of eVerify and the Paycor ATS as quickly as possible. Conduct a complete audit of current employees' employment eligibility verification forms and documents, using the Paycor capability (if it exists) to record and track supporting documents expiration dates. We recommend using the Paycor implementation and payroll harmonization events to facilitate and create urgency around this process.	Human Resources, LEGAL ADVISOR, Paycor

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0-30	R	Health, Welfare and Retirement Savings Benefits	Cultural Artifacts and Integration	The current health and welfare benefits program preferentially benefits New Jersey residents and is underwritten by BCBSNJ. All employees with provider outside of NJ received out-of-network benefits at significant additional cost. Additionally, there are legacy 401(k) plans which require harmonization.	Market the plan for nationwide coverage using a qualified broker to ensure competitive, cost-effective health, welfare and retirement savings benefits.	WillisTowersWatson
0-30	R	Job Role Classification	Compliance	TeleCo Inc. is currently revising job contents and reviewing these with assistance from LEGAL ADVISOR. In advance of staff expansion and once job documents are complete, evaluate all employee positions for compliance with the EEOC Fair Labor Standards Act. Reclassify as necessary, following analysis of job content. (see also Payroll Inconsistencies)	Classify roles, inform employees of any changes and advertise for vacancies using reviewed and approved job documents. Train internal staff on requirements. Revise Paycor data to reflect changes.	Human Resources, Payroll, LEGAL ADVISOR
0-30	R	New Hire Documentation	Compliance	Copies of various new hire forms have been provided in the VDR: Employee Handbook Acknowledgement, W-4, Agreement to Arbitrate, Required Safety Training, etc. However, no completed documents were provided. We cannot determine whether or if the organization is in compliance on these items or how the employee records are maintained.	Complete the implementation of Paycor ATS/HCM as quickly as possible. With the guidance of qualified professionals and under advisement of counsel, conduct a complete audit of current employees' employment forms and documents, using the Paycor capability (if it exists) to record and track document completion and revision.	Human Resources, Paycor, LEGAL ADVISOR
0-30	R	Non-Discrimination/Non-Harassment Training (re: Sheldon v. LEGACY COMPANY A Settlement)	Compliance	Non-Discrimination and Non-Harassment training is both a best practice and a compliance requirement. Additionally, the Sheldon v. LEGACY COMPANY A settlement required the implementation and recording of such training. TeleCo Inc. is in the process of rolling out mandatory and state-specific non-harassment and non-discrimination training, online, via their subscription to Skillsoft LMS.	Under the guidance and direction of LEGAL ADVISOR, TeleCo Inc.'s outside counsel, required training is being implemented. Ensure that the required training is made part of all new employee onboarding, that required refresher training is conducted, training records are maintained and that the program is periodically monitored for compliance. Ensure that employees of all future acquisitions have such training. If not, make appropriate training a mandatory part of the transition/onboarding processes.	Human Resource, Labor/Employment Counsel, People Managers and all employees
0-30	R	Payroll Inconsistencies and Implications for Paycor implementation	Compliance; Analytics and Decision Making	1) Identical job titles are paid differently across the organization (e.g. Warehouse Manager, Office Manager, Construction Manager) paid as both hourly and salaried. 2) On-call hours are counted toward overtime in a pay period, on-call time on Sundays and Holidays is paid at double time.	Harmonize job titles, job classifications and pay practices across the entire organization. Ensure that pay practices are appropriately configured in Paycor and to the extent such policies or practices are not harmonized across each payroll entity, do so and communicate changes with effective dates.	Human Resources, Payroll, Finance, Paycor Implementation Team
0-30	R	Pre-Employment Background Screening	Compliance	Prior to September 1, 2021 TeleCo Inc. did not conduct pre-employment background screens for employees. They have engaged with Assure Hire via their relationship with Paycor to conduct pre-employment screens for all new hires as part of the automated applicant tracking workflow. They will not conduct retroactive employment screens for active employees. Note: we do not know if background screening is being conducted or considered for sub-contractors.	Revise employee handbook(s) to reflect this new practice; ensure that hiring managers and HR team members have received adequate training and direction regarding proper evaluation and disposition of candidates with findings. Evaluate practices related to background screening of sub-contractors, especially as it relates to any client/customer requirements.	Human Resources, Assure Hire, Labor/Employment Counsel, Hiring Managers

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0-30	R	Severance Payments	Compliance	Cataloged record of severance payments and payroll status for Lenore Sierra. This has been shared with outside counsel for review.	To be determined by outside counsel	LEGAL ADVISOR B, Robert
0-30	R	OSHA Record Keeping/Incident Reporting	Compliance	OSHA records indicate one reportable/recordable in past 3 years across all entities. Reconciled with workers compensation records.	Requires additional inquiry (see worksheet "WorkersComp" for additional details). To the extent necessary, require retraining on incident reporting and OSHA compliance.	Safety, Compliance, Leadership Team, all employees
30-60	R/O	Workforce Diversity and Pay Equity	Systems and Analytics	TeleCo Inc.'s current systems do not capture data necessary for basic evaluation of workforce diversity and pay equity. Purposeful efforts to evaluate this data to attract, develop and advance diverse individuals into technical, field services and managerial roles should be a strategic focus and offers a significant competitive advantage.	See item: Compliance/EEO/Vets Reporting for recommendations	Human Resources, Payroll, LEGAL ADVISOR, all employees
60-180	O	Add critical roles: Paralegal/Contract Administration	Talent, Growth, Leadership and Culture	Evaluate the need for/desirability of adding in-house legal support for contract administration, NDA distribution, records management, etc. Freeing Robert from the administrative burden and reducing outside counsel costs.	Evaluate activity levels and complexity of tasks; determine necessity/desirability of support for role.	Robert, Human Resources, Leadership Team
60-180	R	Arbitration Agreements	Compliance	TeleCo Inc. provided a copy of an "Agreement to Arbitrate Employment Disputes". It is unclear whether or if all employees are required to enter into such agreement at their time of hire, if they have done so copies are included in their employment files, when this practice was instituted and if all employees actively employed prior to implementation of this agreement were also asked to sign such agreements.	The use of mandatory arbitration agreements should be reviewed by qualified labor and employment counsel. We recommend conducting an audit of all employee records to document who has signed such agreements. Dates and version control for this and all other employment policies and agreements should be adopted. Also note this recent article regarding use of arbitration agreement in California. https://www.natlawreview.com/article/ninth-circuit-permits-california-ban-mandatory-arbitration	Robert, Michelle, Labor and Employment Attorney

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60-180	O	Articulate the TeleCo Inc. Way	Cultural Artifacts and Integration	TeleCo Inc. has a palpable, as yet not clearly articulated, way of operating. These are operational, strategic and competitive strengths. They are also the 'glue' which holds the organization together and preserves (and paves the way for) customer relationships.	Build and deploy an internal cultural assimilation program which presents the origin stories of the organization, clearly articulates the TeleCo Inc. vision, mission, values, expected behaviors and ways of being in the organization. Existing and newly onboarded employees (via townhall meetings, new hire orientation and post-acquisition/Day 1 activities) would participate (could include elements deployable as online learning through LMS technology). Evaluate other avenues to articulate and reinforce the TeleCo Inc. way - policies and procedures, total rewards, sales training, account management, talent management/promotions, career development and promotions, etc.)	Robert, Human Resources, PMO Office, Leadership Team
60-180	R/O	CRM Adoption; Centralized Sales/BD CoE	Cultural Artifacts and Integration	Maximizing the benefits of full CRM adoption rests upon a significant culture shift has comes with some inherent risks. The organization operates as independent units. RPs and functional leader autonomy and authority are highly valued.- often cited as reasons why employees joined the organization. These individuals are proud and very protective of their relationships with clients, prospects and sub-contractors. Centralizing this function and sharing details across the organization will require care, patience, building very high levels of trust, setting and reinforcing clear behavioral expectations.	Carefully construct a team to work with John Sargent, under Robert's advisement to select, configure, define processes, roles and responsibilities related to CRM adoption and sales/BD activities. All impacted members will need to be invited to participate, have their voices heard and express desires and concerns.	Robert, John Sargent, Frank, RP's. etc.
60-180	R	EEO/Vets Reporting	Compliance	At least one EIN exceeds 100 employees, the threshold for statutory EEO reporting (see requirements below). The current ADP system is not configured to report on the data elements necessary for compliance. Paycor is being implemented through early 2022, all companies should be set configured to capture and report all required EEO-1/VETS 100 data. The EEO-1 Report, which is also known as the "Employer Information Report," is a government form requiring many employers to provide a count of their employees by job category and then by ethnicity, race and gender. Standard Form 100 (EEO-1) must be filed by — A. All private employers who are: subject to Title VII of the Civil Rights Act of 1964 (as amended by the Equal Employment Opportunity Act of 1972) with 100 or more employees EXCLUDING state and local governments, primary and secondary school systems, institutions of higher education, Indian tribes and tax-exempt private membership clubs other than labor organizations https://www.eeoc.gov/employers/eo-1-data-collection	Continue implementation of Paycor to capture and report required elements, payroll and HR policies/practices. Data from current systems must be captured, audited and migrated. Requests for employee data via voluntary reporting should be handled under the guidance and direction of qualified labor and employment counsel.	Human Resources, Payroll, LEGAL ADVISOR, all employees
60-180	O	Email Address Harmonization	Cultural Artifacts and Integration	LEGACY COMPANY C email addresses are still in use. Unless there is a legitimate business reason for this, we recommend mapping all prior company email addresses to TeleCo Inc. addresses and using these going forward. Not doing so is confusing to employees and reinforces identification with legacy organizations.	Evaluate mapping legacy organization email address to TeleCo Inc. email addresses and requiring use of TeleCo Inc. emails as primary for all current and prospective acquisitions.	Information Technology

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60-180	R/O	Employment Policies/Procedures	Compliance; Talent, Growth, Leadership and Culture	TeleCo Inc. has multiple employee handbooks and procedures documents. Some of the policies and procedures are the same or reinforcing, others are not. It is difficult to know what the single source of guidance is and having to refer to multiple references is administratively burdensome.	Review and reconcile the various handbooks, procedure manuals and individual policies. Consolidate into as few source documents as possible. Have these documents reviewed by outside counsel to ensure compliance with federal and state-specific supplements for employment policies. Adopt version controls for all documents and retire/archive any outdated materials. Provide training/retraining as necessary and utilize Paycor to make electronic copies available and easily accessible to all employees.	Human Resources, Payroll, Labor and Employment Attorney, all employees
60-180	O	HCMS (Paycor) Configuration	Systems and Analytics	Employee and payroll data is inconsistent and/or missing (see note EEO-1/VETS 100). LEGACY COMPANY A, LEGACY COMPANY B, LEGACY COMPANY C and TeleCo Inc. all operate individual payroll EINs, each appear to have employees associated with the regionally defined structures of the business. Are the payroll, HCMS configurations aligned with the budgeting and operations of the business and is the configuration of business unit/division, department and GL codes mapped appropriately for the Paycor implementation? Does Paycor integrate with SiteTracker and the intended CRM? The current method of simply adding new companies as new acquisitions are onboarded will make data management and analytics, payroll administration and reporting more difficult with each new entity.	Conduct an audit of current employee and payroll data, financial reporting structures, etc. Determine comprehensive user requirements and adopt conventions for each required data tables and fields. Revise employee records to reflect chosen conventions and update electronic records. (see note in Talent, Growth, Leadership and Culture for further recommendation of Workforce Planning and Analytics)	Human Resources, Finance, Operations, BD, Sales, Payroll; (Paycor, Skillsoft LMS, Sage, SiteTracker, HubSpot or other CRM, etc.)
60-180	R	Human Resources Capabilities	Compliance; Talent, Growth, Leadership and Culture	TeleCo Inc.'s current HR needs are being addressed by Michelle Miller and a small team of regional HR Generalists. The regional HR Generalist roles and capabilities will need to be further analyzed, yet appear sufficient for the time being; assuming the addition of dedicated recruiting and benefits headcount for 2022. Michelle has made solid strides in her short time with the company, however, appears overconfident in her ability to address the needs of the organization. She appears to have a good handle on and an apparent interest in issues related to recruitment, culture and talent management. Were Michelle to remain with the business, she would benefit from having a narrower role, strong mentor, continued access to the L2-L3 level in the organization and a focused road-map for her strategic and tactical HR/HC objectives.	Human capital operations and talent are among the most critical enablers of TeleCo Inc. operating capabilities and value creation opportunities. We recommend bringing in a VP-level strategic and operational human capital leader, preferably with high-growth, national, contractor/construction industry expertise. Previous M&A experience is highly preferred. Year 1 outcomes for this role should include: 3-year roadmap for HR/HC organization aligned with Org-Level strategic imperatives; 1 year roadmap to address HR compliance, stand-up best-in-class recruitment and onboarding, harmonize payroll and benefits and complete full-suite Paycor implementation.	Robert, Leadership Team, Michelle, HR Team
60-180	R/O	Labor Relations/Union Avoidance	Compliance; Talent, Growth, Leadership and Culture	TeleCo Inc. has no collectively bargained employees and reports no history of union organizing activity. They do not currently conduct union avoidance training	To the extent that the organization wishes to remain union-free we recommend working with a qualified labor and employment attorney to institute training and regular union avoidance practices.	Robert, Michelle, Labor and Employment Attorney

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60-180	O	Leadership Development	Talent, Growth, Leadership and Culture	Few, if any, of the current leadership and senior-level managers or frontline supervisors have had consistent development in areas of financial acumen, project management, business planning and strategy development, culture building, employee engagement, coaching and counseling, performance management and similar subjects. It is typical for someone in a management/supervisory role to be promoted into such capacity in their early 30s yet not receive formal training for such roles until their early-mid 40s.	Against the recently developed job-specific competencies, assess current management and leadership talent. Develop comprehensive on-the-job and other types of learning to build skills, knowledge, abilities and offer real life practice to reinforce skills acquisition and build proficiency. Leverage Paycor implementation, Skillsoft LMS and other sources of on-line learning to assist.	Robert, Leadership Teams, Functional Teams, Organizational Development and Assessment experts
60-180	O	Performance Management	Talent, Growth, Leadership and Culture	TeleCo Inc. has not conducted consistent performance reviews in the past. There is an active plan to review all employees during the period January 1, 2022 through February 28, 2022. They are in the process of formalizing a performance improvement plan (PIP) process; a salary review/merit increase and bonus process. All of which will be rolled out during the 2022 calendar year.	Provide comprehensive communication, coupled with skills development opportunities to support these new practices and leadership expectations.	Robert, Michelle, Finance, Leadership Team
60-180	R/O	Predictive Index	Compliance; Talent, Growth, Leadership and Culture	TeleCo Inc. has adopted use of the Predictive Index for purposes of hiring and promotion, primarily at the management level and above. We do not know if any of the actions for valid use of these assessments in hiring and promotion have been met.	Ensure that the use of PI for hiring, selection and promotion is in compliance with the EEOC guidance on employment tests and selection procedures. This should be verified with qualified labor and employment counsel. https://www.eeoc.gov/laws/guidance/employment-tests-and-selection-procedures	Robert, Human Resources, Labor and Employment Attorney
60-180+	O	Project Management Office and General M&A Integration Capabilities (establish to enable ongoing growth activity and transactions)	Talent, Growth, Leadership and Culture	Given the number of potential acquisitions in the pipeline, consider designating a PMO office with responsibility for managing and coordinating all activities related to evaluation, diligence, risk/opportunities management, new company onboarding and integration.	We recommend tapping one individual to lead this office as a full-time dedicated role, others could be assigned by project or for designated periods of time to serve on the PMO. Note: Would like to understand more about Pete Gregory - he may be a candidate for such position.	Robert
60-180+	O	Human Capital M&A Capabilities	Talent, Growth, Leadership and Culture	Given the number of potential acquisitions in the pipeline, various activities and projects are necessary to ensure that acquired talent can be easily onboarded.	We recommend accelerating progress on many of the previously identified HR activities and adding: Compensation Benchmarking & Salary Administration, Succession Planning and Development, and Workforce Analytics. (see APP8: Post-Closing HC Roadmap for additional details)	Robert, Human Resources

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60-180+	R/O	Recruiting, Onboarding (stretch goal: Workforce Analytics)	Talent, Growth, Leadership and Culture	<p>Adequate talent to meet the current and anticipated demand for qualified talent requires a multi-pronged approach. Most leaders cited a preference for hiring relatively green talent in field and technician roles, then providing comprehensive onboarding, training and technical certification to teach them the TeleCo Inc. way. Generally, there is a preference for promoting from within and offering a clear path to advancement and career opportunity.</p> <p>Career opportunity is a hallmark of TeleCo Inc.'s employment brand and is a significant contributor to high levels of employee engagement and attractiveness in the marketplace.</p>	<p>Establish a center-of-excellence for Talent and Culture - this team would have accountability for full-cycle staffing and recruitment, employee onboarding (in collaboration with operations and safety), job competencies, career ladders, non-technical training, supervisor and leadership development.</p> <p>Long-term we recommend adding capacity in this team to support workforce analytics - maintenance and tracking of Paycor's position management capability, collaboration on resource deployment and utilization alongside SiteTracker SMEs and super users, HCM analytics and KPI reporting (HCROI, time-to-fill, cost-to-fill, turnover, pay equity, etc.).</p>	Robert, Human Resources

PEOPLE PRACTICES

The following sections provide highlights and details of areas of special interest arising from the due diligence process. Areas of particular focus include a) job classification, b) employee records, c) employment activity, d) employee relations, e) new employee onboarding.

CATEGORY	ITEM	TeleCo Inc.	RISK LEVEL	Recommendations
JOB CLASSIFICATIONS	JOB DESCRIPTIONS	TeleCo Inc. has job descriptions for many of the currently active roles. The organization is working to harmonize job titles, job contents and competencies for all business units.	MEDIUM	Recommend interviewing all position incumbents and documenting each role, in alignment with current and future TeleCo Inc. job architecture.
	FLSA CLASSIFICATION	Most TeleCo Inc. roles appear to be properly classified, however there is limited job title consistency across business units. A small number of positions with similar titles are classified differently across business units.	HIGH	It appears that certain roles should be evaluated for reclassification. We understand this activity is being handled in coordination with LEGAL ADVISOR.
	JOB ARCHITECTURE / CAREER PLANNING	There is no documented job architecture or career planning. There is no formal front-line leader or managerial development program.	LOW	Recommend creating a documented Job Architecture structure of combined organization to provide clarity and advancement opportunities. Recommend designing and deploying comprehensive frontline leaders and managerial development programs, these are necessary to ensure a strong foundation for growth by M&A and organically.
EMPLOYEE RECORDS	EMPLOYMENT ELIGIBIITY VERIFICATION (I-9 FORMS)	I-9 forms were substantially complete with few exceptions (unsigned or undated). Many I-9s were recently completed (November 17/18, 2021), many are missing copies of supporting documentation, others appear to have been electronically signed, however it was not possible to verify that they were in-fact completed with verified e-signatures. A list of missing documents and related questions has been sent to M. Miller (11.26.21) and we are awaiting details.	MEDIUM	Recommend implementing a SaaS-based verification solution such as eVerify in conjunction with the implementation of Paycor (TeleCo Inc. reports this is scheduled to occur 12.1.2021). Require all TeleCo Inc. signers to complete the USICS Employment Eligibility Verification process and I-9 Form requirements training. (https://www.uscis.gov/i-9)
	EMPLOYEE HANDBOOK(s) & POLICIES	TeleCo Inc. has multiple employee handbooks and procedures documents. Some of the policies and procedures are the same or reinforcing, others are not. It is difficult to know what the single source of guidance is and having to refer to multiple references is administratively burdensome.	MEDIUM	Review and reconcile the various handbooks, procedure manuals and individual policies. Consolidate into as few source documents as possible. Have these documents reviewed by outside counsel to ensure compliance with federal and state-specific supplements for employment policies. Adopt version controls for all documents and retire/archive any outdated materials. Provide training/retraining as necessary and utilize Paycor to make electronic copies available and easily accessible to all employees.

	OTHER COMPANY FORMS	Sample copies of blank forms such as, handbook acknowledgements, confidentiality agreements, company vehicle policy, on-boarding documents, training forms, safety guidelines, etc. were provided in the VDR. Actual completed employee records were requested but not provided.	MEDIUM	Recommend new hire onboarding and forms completion be incorporated into the Paycor implementation - all employee forms should be presented, reviewed and signed electronically in an auditable format.
	ARBITRATION AGREEMENT	TeleCo Inc. has an Arbitration Policy which includes an employee acceptance/agreement form. Actual signed copies of the acknowledgements were requested but not provided.	LOW	See notes in "Other Company Forms"
	EMPLOYMENT AGREEMENTS	We requested information about and copies of any Employment Agreements, including Non-Competes. M. Miller and R. Houssen said (11.04.21) that they were unaware of any. We were later told that John Sargent (Consultant/Contractor) has a non-compete with a previous employer and that R. Houssen has a copy. Sample PE Capital was notified immediately. No copies were provided to 29Bison.	MEDIUM	Recommend that key employees be provided employment agreements with restrictive covenants, under the advisement of counsel. Ensure that there are no existing conflicts with John Sargent's prior employment agreement/non-compete.
EMPLOYMENT ACTIVITY	EMPLOYEE CENSUS	Multiple employee census files were provided.	N/A	Completeness and accuracy of data is questionable. Payroll journals appear accurate for payroll production purposes.
	CRITICAL VACANCIES	No critical vacancies.	LOW	N/A
	LABOR ORGANIZATION	No collective bargaining agreements or awareness of any union organizing activity	LOW	To the extent that the organization wishes to remain union-free we recommend working with a qualified labor and employment attorney to institute training and regular union avoidance practices.
	RETIREMENTS	Lenore Sierra is the only retiree. She retired from her role as head of Finance for LEGACY COMPANY B at the time of the merger. There are no retiree benefits.	MEDIUM	Retirement/separation agreement is being actively managed by LEGAL ADVISOR B in conjunction with the transaction.
	CONSULTANTS AND INDEPENDENT CONTRACTORS	The company has five (5) consultants/independent contractors. Are there individual agreements or provider relationships? Tyler Howler is identified as an independent IT consultant with an expected end-date of December 31, 2021 (agreement is with New Boot Consulting) - he is not an independent contractor. Darren David has been with the company as a contractor since January 1, 2019 - need to determine path forward. Risk of co-employment issues. (M.Miller believes there are no plans to convert him to W-2, final decision will be made at/following deal closing). John Sargent (Sales) will move to FT employment with TeleCo Inc. as of July 24, 2022 Brent Months started as contractor July 1, 2021 Paul-Ajay is starting September 30, 2021 scheduled through October 31, 2021	MEDIUM	Recommend ensuring that the org charts correctly identify relationships as vendor/suppliers vs. independent contractors. Identify independent contractors as such in Paycor instance and actively manage agreements, SLAs and contract periods to ensure there are no co-employment issues.

	LEAVES OF ABSENCE	3 Active Leaves of Absence One anticipated family leave in March 2022.	LOW	N/A
	IMMIGRATION	TeleCo Inc. employees a number of employees with permanent resident alien status. At least one employee has an expired USCIS work authorization and is missing copies of the document so it was not possible for us to determine whether/if the employee requires renewal/reverification. We have requested details from M. Miller (11.26.21).	MEDIUM	See recommendations in "Employment Eligibility Verification (I-9 Forms)"
EMPLOYEE RELATIONS	EMPLOYEE RELATIONS ISSUES	TeleCo Inc. reports that they are few active employee relations issues. There was only one formal complaint to the EEOC (Sheldon vs. LEGACY COMPANY A - see Litigation) or other oversight body over the prior three (3) years. One internal investigation: Brianna Petricelli & John Santos - Brianna claimed retaliation after allegedly starting a rumor about other employees. An internal investigation by Kristin Vasquez concluded that the claim was unfounded and that Brianna's performance was not being appropriately handled. (Incident 8/11 thru 8/26/21)	LOW	N/A
	EMPLOYEE LITIGATION	Sheldon vs. LEGACY COMPANY A, Inc. Case closed, settlement payments complete and verified. Required training, per settlement had not been completed. TeleCo Inc. is in the process of rolling out mandatory and state-specific non-harassment and non-discrimination training, online, via their subscription to Skillsoft LMS.	MEDIUM	Non-Discrimination and Non-Harassment training is both a best practice and a compliance requirement. We recommend all new hires complete required training and that a schedule of periodic, state-specific refresher training also be maintained.
	OTHER	No Protection from Abuse, Sexual Violence Prevention, or Protection from Intimidation orders.	LOW	N/A
	PRE-EMPLOYMENT SCREENING DOT DRIVER SCREENING	TeleCo Inc. has recently implemented background screening via AssureHire via the relationship with Paycor (applicant tracking (ATS) module implementation). Required Department of Transportation (DOT) screening is not handled via Human Resources, it is currently handled by Jenn Smith (Operations). TeleCo Inc. reports no negative findings in the past three (3) years.	LOW	N/A

NEW EMPLOYEE ONBOARDNG	EMPLOYMENT TESTING/SELECTION	TeleCo Inc. uses Predictive Index (PI) for select pre-employment/applicant testing (primarily for corporate and management-level positions) and for management development purposes.	MEDIUM	Ensure that the use of PI for hiring, selection and promotion is in compliance with the EEOC guidance on employment tests and selection procedures. This should be verified with qualified labor and employment counsel. https://www.eeoc.gov/laws/guidance/employment-tests-and-selection-procedures
	ONBOARDING PROCESS	TeleCo Inc. has semi-formal processes for employee onboarding, new hire and required safety training. Documents are not readily available, materials are not version controlled, old materials are not retired/archived. TeleCo Inc. is currently rolling out required state-specific non-discrimination/non-harassment training via their subscription to SkillSoft (do not know if this subscription will remain post Paycor implementation).	MEDIUM	

Sample Benefits Diligence not-related to TeleCo

The following section provides details and comparisons, observations, and recommendations regarding COMPANY benefits practices and programs.

PLAN NAME	COMPANY	PLAN NAME	ACQUISITION TARGET	Impact on Employees	Recommendations
Medical					
Regence Gold 2500 Preferred (Effective Jan 2022, this is the base plan. Cost of base plan EE only coverage is covered 100% by COMPANY.)	Deductible- \$2,500/ \$5,000 Out-of-Pocket Max.- \$7,500/ \$15,000 Primary care office visit co-pay- \$30 (deductible does not apply); \$50 for urgent care facility Specialist office visit co-pay- \$50 (deductible does not apply) Co-insurance- 30% Prescription Drug Coverage- \$10/ \$50/ 50% co-insurance	Humana POS 5000	Deductible- \$5,000/ 10,000 Out-of-Pocket Max.- \$6,750/ \$13,500 Primary care office visit co-pay- \$40 (deductible does not apply) Specialist office visit co-pay- \$55 (deductible does not apply) Co-insurance- There is no co-insurance for in-network services Prescription Drug Coverage- \$10/ \$45/ \$90/ 50% co-insurance	LOW	From a plan design perspective, no major barriers to migrating employees into COMPANY plan design provided that the Regence network has providers in Indiana. COMPANY offers more choice and slightly higher subsidy for comparable plans.
Regence Platinum 250 Preferred	Deductible- \$250/ \$500 Out-of-Pocket Max.- \$4,000/ \$8,000 Primary care office visit co-pay- \$20 (deductible does not apply); \$20 for urgent care facility Specialist office visit co-pay- \$30 (deductible does not apply) Co-insurance- 10% Prescription Drug Coverage- \$8/ \$30/ 50% co-insurance	Humana HDP 4000	Deductible- \$4,000/ 8,000 Out-of-Pocket Max.- \$6,500/ \$13,000 Primary care office visit- 50% co-insurance Specialist office visit- 50% co-insurance Co-insurance- 50% co-insurance for most other in-network services Prescription Drug Coverage- \$10/ \$40/ \$70/ 25% co-insurance	LOW	
Regence Platinum 500 Preferred	Deductible- \$500/ \$1,000 Out-of-Pocket Max.- \$4,000/ \$8,000 Primary care office visit co-pay- \$20 (deductible does not apply); \$20 for urgent care facility Specialist office visit co-pay- \$30 (deductible does not apply) Co-insurance- 10% Prescription Drug Coverage- \$8/ \$30/ 50% co-insurance				
Regence Silver 3500 Preferred	Regence Silver 3500 Preferred Deductible- \$3,500/ \$7,000 Out-of-Pocket Max.- \$7,500/ \$15,000 Primary care office visit co-pay- \$20 (deductible does not apply); \$40 for urgent care facility Specialist office visit co-pay- \$60 (deductible does not apply) Co-insurance- 50% Prescription Drug Coverage- \$25/ \$60/ 50% co-insurance				
Regence Silver 3500 HSA Preferred	Deductible- \$3,500/ \$7,000 Out-of-Pocket Max.- \$6,900/ \$13,800 Primary care office visit co-pay- 20% co-insurance Specialist office visit co-pay- 20% co-insurance Co-insurance- 20% Prescription Drug Coverage- 10% co-insurance/ 35% co-insurance/ 50% co-insurance				

EE Costs	Platinum 500- \$145.68 / 665.91 / 665.91 / 1,377.61 Platinum 250- \$180.73 / 700.96 / 700.96 / 1,477.51 Gold 2500- \$0.00 / 520.23 / 520.23 / 962.43 Silver 3500- \$0.00 / 453.92 / 453.92 / 839.75 Silver 3500 HSA- \$0.00 / 450.07 / 450.07 / 832.63		Humana POS- \$200.78 / 504.09 / 536.91 / 940.66 Humana HDHP-\$111.82 / 335.64/ 359.62 / 657.40	LOW	
HSA					
	Company contributes \$70.16 per month to HSA (difference between cost of basic plan and HSA plan)		No employer contribution to HSA	LOW	
DENTAL					
Guardian Dental	Deductible- \$50/\$150 2 checkups in a calendar year covered at 100% after deductible Basic Services- 80% co-insurance after deductible Major Services- not covered Annual maximum benefit- \$1,500 per person Orthodontia- 50% co-insurance to a lifetime maximum benefit of \$1,500 Use of an in-network dentist reduces out-of-pocket expenses	Guardian Premier 2000	Deductible In-Network- \$0/\$0 2 checkups in a calendar year covered at 100% Basic Services- 80% co-insurance Major Services- 50% co-insurance Annual maximum benefit- \$2,000 per person Orthodontia- 50% co-insurance to a lifetime maximum benefit of \$1,500 Out of network benefits are subject to a deductible and lower co-insurance	LOW	Migrate to COMPANY plan. ACQUISITION TARGET offers lower deductible, but EE contributions are lower for COMPANY plan
EE Costs	\$0.44 / 45.98 / 44.21 / 136.93		\$38.03 / 76.06 / 79.47 / 121.30	LOW	
VISION					
	N/A	VSP- Choice Vision	IN-NETWORK - \$10 co-pay for eye exam - Eye exams covered on an annual basis - Lenses covered on an annual basis. 100% coverage for single vision, lined bi-focal or standard progressive lenses. Additional co-pay for upgraded lenses - Contact Lenses covered on an annual basis with allowance of up to \$150 - Frames covered on a bi-annual basis up to plan allowance	MEDIUM	Consider adopting a vision plan. It's common for vision to be an employee-pay-all benefit so even if COMPANY doesn't subsidize the benefit, it likely will be valued by employees.
EE Costs			\$6.46 / 12.93 / 13.84 / 22.12	MEDIUM	
Wellness					
Life/AD&D					
Basic Life	Insured by Guardian Death benefit amount is \$50,000 Accelerated benefit for individuals diagnosed with a terminal condition Benefit reduces at age 65 100% Company paid	Basic Life	N/A	LOW	Offer the COMPANY benefit. This will be a win for employees.
Supplemental Life	N/A	Supplemental Life	There is an employee-paid supplemental life plan. Details of the coverage offered were not provided	LOW	
Short Term Disability					
	N/A		Benefit available through ADP TotalSource on an employee-pay-all basis	LOW	Consider adopting a STD plan even if no employer subsidy is offered.
Long Term Disability					
Basic LTD	Insured by Principal Eligible for benefits after a 90 day period of disability . Benefits replaces 60% or predisability earning up to a maximum of \$6,000 per month 100% Company paid	Basic LTD	N/A	LOW	Offer the COMPANY benefit. This will be a win for employees.

Supplemental LTD	N/A	Supplemental LTD	Benefit available through ADP TotalSource on an employee-pay-all basis	LOW	Consider adopting a STD plan even if no employer subsidy is offered.
401(k)	Guideline is plan recordkeeper Company contributions is 3% of an employee's eligible earnings. Employee does not need to make a contribution to receive company contribution There is a three month waiting period for participation. Employees are automatically enrolled with a 6% deferral election unless they opt-out of participation	401(k)	Employees participate in ADP TotalSource 401(k) Employer match is up to 4% of an employee's eligible earnings. Match formula is 100% of the first 3% an employee contributes and then 50% of the next 2% There is a three month waiting period for participation.	MEDIUM	The loss of 1% of employer contribution will likely be unpopular. Consider whether switching the COMPANY plan contribution to a match instead of an employer contribution is feasible.

TOTAL REWARDS

The following section provides details, observations, and recommendations regarding TeleCo Inc.'s current pay practices and total rewards programs. For additional compensation and labor availability detail see worksheet "HiLvl Comp Analysis".

CATEGORY		TeleCo Inc.	RISK	Recommendations
PAYROLL & PAY PRACTICES	PAY GROUPS	<p>Payroll is administered by ADP, currently in the process of implementing Paycor HCMS which will eventually include payroll processing.</p> <p>TeleCo Inc. produces payroll for multiple companies (LEGACY COMPANY B, LEGACY COMPANY A, LEGACY COMPANY C and TeleCo Inc.).</p>	HIGH	Recommend consolidating paygroups to the extent possible, scrub data and conduct an employee-self-service audit to capture missing data necessary for EEO-1 and Vets100 reporting. This should be done under the guidance of qualified employment counsel.
	PAY PRACTICES (Wage and Hour Audit)	US DOL Wage & Hour Investigation (Case ID: 19XXXXX) Case is closed. Investigation resulted in award of back wages totaling approx. \$198k. for travel-related overtime. Payments were made to impacted employees in payroll dated July 30, 2021. We have confirmed payments to all employees. Remedy is to track travel time via app vs. traditional method of paper record keeping.	LOW	N/A
	PTO BLACKOUT PERIOD	PTO BlackOut period from Monday after Thanksgiving through December 31.	LOW	N/A
	HOLIDAYS	<p>New Year's Day Memorial Day Independence Day Labor Day Thanksgiving Day Christmas Day</p> <p>Holidays are paid at double time after the employee has worked 40 hours in a work week. Holiday pay is forfeit for absences the day before or after a holiday without a doctor's note.</p>	LOW	N/A
	RECENT 941 TAX STATEMENT	940s and 941s for all paygroups for the past three (3) years were available with no remarkable findings	LOW	N/A
	COMPENSATION PHILOSOPHY	TeleCo Inc. does not have a documented compensation philosophy.	MEDIUM	Recommendation is to conduct a complete compensation benchmarking and build a nationwide salary administration program. Ensure alignment across the current legacy paygroups and establish standards for new hires and acquired organizations.

COMPENSATION	PAY RATE CHANGES	<p>Excerpted from August 11, 2021 HCS Group Audit Report: "Pay Rate Changes Documentation. During the prior year audit, we determined that the pay rate changes for certain employees were verbally approved by the CEO. We recommend that the Company obtain all pay rate changes in writing and formally document the pay rate changes within the employee's file. This recommendation will ensure that employees are paid the proper rate."</p> <p>Per M.Miller (11.04.21), "Now, all pay rate changes require supervisors approval, are reported to HR and entered in ADP, approved electronically by Ian (Finance)."</p>	LOW	N/A
	PERFORMANCE MANAGEMENT & BONUS PROGRAM	<p>TeleCo Inc. does not have a consistent performance management, salary adjustment and promotion process. Robert and Michelle are in the process of implementing such processes and will complete a first full cycle including merit budgets beginning January 1 through February 28, 2022; with mid-year reviews occurring in July.</p>	LOW	Recommend that these processes be documented in the employee handbook
BENEFITS	RETIREMENT BENEFITS	<p>Audit record identifies LEGACY COMPANY A as having 'pension expenses' - is this truly a defined benefit plan? M. Miller informed us that there were no records, nor was she aware of a DB plan for any of the organizations.</p>	MEDIUM	Recommend WTW to review LEGACY COMPANY A documents to be certain that if a DB plan had existed it was properly terminated.

OTHER - COMPLIANCE

The following section provides details, observations, and recommendations regarding TeleCo Inc.'s current employment-related compliance practices and programs.

CATEGORY		TeleCo Inc.	RISK	Recommendations
COMPLIANCE	AFFIRMATIVE ACTION PLANS	TeleCo Inc. is not currently, nor do they intend to pursue federal contract programs which would require compliance with OFCCP guidelines.	LOW	N/A
	OSHA LOGS	Only one reportable/recordable in past 3 years across all entities. Requested copies of WC claims for last three (3) years to verify. Reconciled with workers compensation records. Requires additional inquiry (see worksheet " <i>WorkersComp</i> " for additional details).	MEDIUM	Recommend additional inquiry and to the extent necessary retraining on incident reporting and OSHA compliance.
	EEO-1 and VETS100	Mandated reporting is not required for 2021, but will be for 2022 given the size (by number of employees) of the combined organization.	MEDIUM	see " <i>People Practices</i> " worksheet for additional details and recommendations.
	CREDITABLE/NON-CREDITABLE COVERAGE (MEDICARE PART D) LETTERS	Current Year's letters were sent late - 11.11.2021 to the 3 employees who were required to receive them. (MMiller)	MEDIUM	Recommend working with WTW to see if administrative responsibility for sending these letters can be included in benefits brokered services

UTILIZED LABORIQ'S 'RECOMMENDED' SALARY NOT THE MEDIAN (see data source description row 184)

AVAILABILITY CONTINUUM = Significant Shortage / Shortage / Flat / Surplus / Significant Surplus

TITLE	Wage	Monthly Wage	ANNUAL SALARY	LOCATION	COMPARABLE JOB TITLE	Northeast (NYC)		Mid-Atlantic (PHILA)		Mid-West (CHI)		Southeast (Win/Salem)		Southwest (HOU)		West Coast (LA)	
						Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability
Regional President			\$ 210,000	Mid-West (CHI)	Regional Director	\$211,761.00	Significant Shortage	\$194,637.00	Significant Shortage	\$171,800.00	Significant Shortage	\$161,589.00	Significant Shortage	\$192,953.00	Significant Shortage	\$176,196.00	Significant Shortage
HR			\$ 50,000	Mid-West (CHI)	HR Administrator	\$ 49,802.00	Significant Surplus	\$ 46,264.00	Significant Surplus	\$ 46,074.00	Significant Surplus	\$ 41,157.00	Surplus	\$ 46,873.00	Significant Surplus	\$ 48,026.00	Significant Surplus
Project Manager			\$ 80,000	Mid-West (CHI)	Project Manager	\$ 95,553.00	Significant Shortage	\$ 96,657.00	Significant Shortage	\$ 95,851.00	Significant Shortage	\$ 54,988.00	Significant Shortage	\$ 84,441.00	Significant Shortage	\$ 87,405.00	Significant Shortage
Construction Manager			\$ 70,000	Mid-West (CHI)	Construction Manager	\$162,966.00	Significant Shortage	\$155,158.00	Significant Shortage	\$109,057.00	Significant Shortage	\$116,577.00	Significant Shortage	\$106,214.00	Significant Shortage	\$143,810.00	Significant Shortage
Foreman\Tech	\$ 30	2100	\$ 63,000	Mid-West (CHI)	Foreman	\$ 62,817.00	Surplus	\$ 59,530.00	Surplus	\$ 80,541.00	Surplus	\$ 38,323.00	Flat	\$ 46,068.00	Surplus	\$ 63,192.00	Significant Surplus
Warehouse	\$ 20	2100	\$ 42,000	Mid-West (CHI)	Warehouse Associate	\$ 33,296.00	Significant Surplus	\$ 30,796.00	Significant Surplus	\$ 32,256.00	Significant Surplus	\$ 28,381.00	Significant Surplus	\$ 30,983.00	Significant Surplus	\$ 33,046.00	Significant Surplus
A&L/RF		\$28.00	\$58,240.00	Northeast	Electrical Wiring Lineman	\$ 82,697.00	Flat	\$ 75,291.00	Flat	\$ 82,281.00	Flat	\$ 61,207.00	Flat	\$ 62,688.00	Flat	\$ 77,932.00	Surplus
A&L/RF		\$32.50	\$67,600.00	Northeast													
A&L/RF/Climber		\$27.00	\$56,160.00	Northeast	No direct match - consider adding a % differential for "climbing"												
Account Executive		\$72,600.00	\$72,600.00	Northeast	Account Executive	\$ 60,365.00	Flat	\$ 60,096.00	Flat	\$ 54,076.00	Surplus	\$ 51,623.00	Flat	\$ 61,380.00	Flat	\$ 57,825.00	Surplus
Administrative Assistant		\$52,000.00	\$52,000.00	Northeast	Administrative Assistant	\$ 47,904.00	Surplus	\$ 46,255.00	Surplus	\$ 44,744.00	Surplus	\$ 41,360.00	Flat	\$ 41,477.00	Surplus	\$ 48,125.00	Significant Surplus
Administrative Coordinator		\$60,000.00	\$60,000.00	Northeast	Administrative Coordinator	\$ 74,579.00	Flat	\$ 69,401.00	Flat	\$ 62,399.00	Flat	\$ 57,054.00	Shortage	\$ 61,543.00	Flat	\$ 66,892.00	Surplus
AR/AP		\$93,600.00	\$93,600.00	Northeast	AP Clerk (no blended role available but AR Clerk comp very similar)	\$ 45,270.00	Significant Surplus	\$ 43,129.00	Surplus	\$ 42,257.00	Significant Surplus	\$ 37,414.00	Surplus	\$ 40,084.00	Significant Surplus	\$ 44,631.00	Significant Surplus
Associate Project Manager		\$75,000.00	\$75,000.00	Northeast	Project Specialist	\$ 95,374.00	Significant Shortage	\$102,173.00	Significant Shortage	\$ 94,150.00	Significant Shortage	\$ 60,930.00	Significant Shortage	\$ 84,992.00	Significant Shortage	\$ 88,355.00	Significant Shortage
CEO		\$375,000.00	\$375,000.00	Northeast	CEO	\$370,491.00	Significant Shortage	\$368,093.00	Significant Shortage	\$344,449.00	Significant Shortage	\$302,215.00	Significant Shortage	\$402,174.00	Significant Shortage	\$369,789.00	Significant Shortage
CFO - Chief Financial Officer		\$280,000.00	\$280,000.00	Northeast	CFO	\$282,960.00	Significant Shortage	\$262,782.00	Significant Shortage	\$243,471.00	Significant Shortage	\$225,851.00	Significant Shortage	\$281,004.00	Significant Shortage	\$259,354.00	Significant Shortage

UTILIZED LABORIQ'S 'RECOMMENDED' SALARY NOT THE MEDIAN (see data source description row 184)

AVAILABILITY CONTINUUM = Significant Shortage / Shortage / Flat / Surplus / Significant Surplus

TITLE	Wage	Monthly Wage	ANNUAL SALARY	LOCATION	COMPARABLE JOB TITLE	Northeast (NYC)		Mid-Atlantic (PHILA)		Mid-West (CHI)		Southeast (Win/Salem)		Southwest (HOU)		West Coast (LA)	
						Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability
Chairman of the Board			\$375,000.00	Not in new census	Chairman of the Board	\$338,309.00	Significant Shortage	\$335,131.00	Significant Shortage	\$310,829.00	Significant Shortage	\$245,122.00	Significant Shortage	\$345,266.00	Significant Shortage	\$332,176.00	Significant Shortage
Cleaning Lady		\$17.00	\$35,360.00	Northeast	Janitor	\$ 36,014.00	Significant Surplus	\$ 30,088.00	Significant Surplus	\$ 30,279.00	Significant Surplus	\$ 22,572.00	Significant Surplus	\$ 23,764.00	Significant Surplus	\$ 33,122.00	Significant Surplus
Climber		\$27.00	\$56,160.00	Northeast	No direct match - could this be on par with "A&L/RF/Climber"												
CM/Field Supervisor		\$85,000.00	\$85,000.00	Northeast	Field Supervisor (need more info on 'CM' designation)	\$118,348.00	Significant Shortage	\$100,963.00	Significant Shortage	\$ 79,863.00	Significant Shortage	\$ 89,517.00	Significant Shortage	\$ 84,768.00	Significant Shortage	\$101,762.00	Significant Shortage
Construction Manager		\$35.50	\$73,840.00	Northeast	Construction Manager	\$162,966.00	Significant Shortage	\$155,158.00	Significant Shortage	\$109,057.00	Significant Shortage	\$116,577.00	Significant Shortage	\$106,214.00	Significant Shortage	\$143,810.00	Significant Shortage
Construction Manager		\$38.00	\$79,040.00	Northeast													
Construction Manager		\$34.25	\$71,240.00	Northeast													
Construction Manager		\$75,000.00	\$75,000.00	Northeast													
Construction Manager		\$125,000.00	\$125,000.00	Northeast													
Construction Manager		\$35.00	\$72,800.00	Northeast													
Construction Manager		\$91,000.00	\$91,000.00	Northeast													
Construction Manager		\$80,000.00	\$80,000.00	Northeast													
construction Manager		\$60,000.00	\$60,000.00	Northeast													
Construction Manager		\$90,000.00	\$90,000.00	Northeast													
Construction Manager		\$21.50	\$44,720.00	Northeast													
Construction Manager		\$90,000.00	\$90,000.00	Northeast													
Construction Manager		\$40,000.00	\$40,000.00	Southeast													
Construction Manager		\$58,000.00	\$58,000.00	Southeast													
Construction Manager/Safety & Quali		\$85,000.00	\$85,000.00	Northeast	Safety Manager	\$118,467.00	Significant Shortage	\$118,656.00	Significant Shortage	\$104,068.00	Significant Shortage	\$ 89,651.00	Significant Shortage	\$110,277.00	Significant Shortage	\$124,393.00	Significant Shortage
Consider % blend and multiply the full roles to the right accordingly and Row 25 (construction manager)					Quality Manager	\$115,084.00	Shortage	\$104,968.00	Shortage	\$ 93,010.00	Shortage	\$ 90,411.00	Shortage	\$117,350.00	Shortage	\$ 98,117.00	Shortage
Construction Project Manager		\$85,000.00	\$85,000.00	Northeast	Construction Project Manager	\$130,139.00	Significant Shortage	\$114,226.00	Significant Shortage	\$115,570.00	Significant Shortage	\$ 91,142.00	Significant Shortage	\$114,671.00	Significant Shortage	\$121,476.00	Significant Shortage
Construction Project Manager		\$110,000.00	\$110,000.00	Northeast													
Construction Project Manager		\$84,670.00	\$84,670.00	Northeast													

TeleCo.
DRAFT/Preliminary Compensation and Availability Analysis
November 13, 2021

UTILIZED LABORIQ'S 'RECOMMENDED' SALARY NOT THE MEDIAN (see data source description row 184)

AVAILABILITY CONTINUUM = Significant Shortage / Shortage / Flat / Surplus / Significant Surplus

TITLE	Wage	Monthly Wage	ANNUAL SALARY	LOCATION	COMPARABLE JOB TITLE	Northeast (NYC)		Mid-Atlantic (PHILA)		Mid-West (CHI)		Southeast (Win/Salem)		Southwest (HOU)		West Coast (LA)	
						Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability
Construction Project Manager		\$60,000.00	\$60,000.00	Southeast													
Controller - Finance		\$140,000.00	\$140,000.00	Northeast	Controller	\$239,141.00	Significant Shortage	\$186,010.00	Significant Shortage	\$166,900.00	Significant Shortage	\$178,489.00	Significant Shortage	\$185,927.00	Significant Shortage	\$171,850.00	Significant Shortage
COO		\$375,000.00	\$375,000.00	Northeast	COO	\$324,004.00	Significant Shortage	\$316,184.00	Significant Shortage	\$289,648.00	Significant Shortage	\$262,438.00	Significant Shortage	\$335,862.00	Significant Shortage	\$310,953.00	Significant Shortage
Data Control Analyst			\$57,120.37	Not in new census	Data Control Analyst	\$ 84,864.00	Flat	\$ 82,235.00	Shortage	\$ 72,620.00	Flat	\$ 63,087.00	Shortage	\$ 82,976.00	Flat	\$ 80,784.00	Flat
Data Control Coordinator			\$52,000.00	Not in new census	Data Control Associate	\$ 89,955.00	Surplus	\$ 92,723.00	Flat	\$ 95,836.00	Surplus	\$ 45,942.00	Flat	\$ 81,274.00	Surplus	\$ 81,532.00	Significant Surplus
Data Entry Clerk			\$43,680.00	Not in new census	Data Entry Clerk	\$ 38,659.00	Significant Surplus	\$ 36,511.00	Surplus	\$ 40,542.00	Significant Surplus	\$ 27,793.00	Surplus	\$ 32,290.00	Significant Surplus	\$ 37,326.00	Significant Surplus
Data Entry Clerk			\$49,920.00	Not in new census													
Data Entry Clerk			\$47,840.00	Not in new census													
Data Entry Clerk			\$52,000.00	Not in new census													
Data Entry Clerk			\$39,520.00	Not in new census													
Director of Operations		\$110,000.00	\$110,000.00	Northeast	Operations Director	\$200,494.00	Shortage	\$183,708.00	Shortage	\$156,892.00	Shortage	\$163,712.00	Significant Shortage	\$174,406.00	Shortage	\$166,816.00	Shortage
Driver		\$16.00	\$33,280.00	Northeast	Driver	\$ 48,602.00	Significant Surplus	\$ 40,615.00	Significant Surplus	\$ 41,004.00	Significant Surplus	\$ 31,857.00	Significant Surplus	\$ 32,181.00	Significant Surplus	\$ 43,880.00	Significant Surplus
Driver		\$21.50	\$44,720.00	Northeast													
Driver/Shop Technician		\$20.00	\$41,600.00	Southeast													
Consider % blend and multiply the full comp for the role to the right accordingly (and row 48 Driver)					Mechanics Assistant	\$ 51,669.00	Flat	\$ 58,396.00	Flat	\$ 53,527.00	Flat	\$ 44,339.00	Shortage	\$ 46,167.00	Flat	\$ 49,617.00	Flat
Electrical Apprentice		\$18.00	\$37,440.00	Northeast	Electrical Apprentice	\$ 47,644.00	Flat	\$ 46,052.00	Shortage	\$ 54,329.00	Flat	\$ 28,402.00	Shortage	\$ 33,715.00	Flat	\$ 45,348.00	Flat
Electrical Apprentice		\$17.00	\$35,360.00	Northeast													
Electrical Apprentice		\$16.00	\$33,280.00	Northeast													
Electrical Assistant - PA		\$25.00	\$52,000.00	Northeast	Electrical Technician (JOB MAY NOT BE COMPARABLE)	\$ 81,628.00	Significant Shortage	\$ 65,820.00	Significant Shortage	\$ 72,434.00	Significant Shortage	\$ 59,287.00	Significant Shortage	\$ 79,912.00	Significant Shortage	\$ 69,293.00	Shortage
Electrical Helper		\$22.00	\$45,760.00	Northeast	Electrical Technician (JOB MAY NOT BE COMPARABLE)	\$ 81,628.00	Significant Shortage	\$ 65,820.00	Significant Shortage	\$ 72,434.00	Significant Shortage	\$ 59,287.00	Significant Shortage	\$ 79,912.00	Significant Shortage	\$ 69,293.00	Shortage
Electrical Helper		\$33.00	\$68,640.00	Northeast													

TeleCo.
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UTILIZED LABORIQ'S 'RECOMMENDED' SALARY NOT THE MEDIAN (see data source description row 184)

AVAILABILITY CONTINUUM = Significant Shortage / Shortage / Flat / Surplus / Significant Surplus

TITLE	Wage	Monthly Wage	ANNUAL SALARY	LOCATION	COMPARABLE JOB TITLE	Northeast (NYC)		Mid-Atlantic (PHILA)		Mid-West (CHI)		Southeast (Win/Salem)		Southwest (HOU)		West Coast (LA)	
						Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability
Electrician		\$34.50	\$71,760.00	Northeast	Control Electrician	\$ 83,529.00	Flat	\$ 71,024.00	Shortage	\$ 80,726.00	Flat	\$ 63,985.00	Shortage	\$ 70,646.00	Flat	\$ 85,719.00	Flat
Electrician		\$24.50	\$50,960.00	Northeast													
Electrician		\$23.00	\$47,840.00	Northeast													
Electrician		\$27.50	\$57,200.00	Northeast													
Electrician		\$30.00	\$62,400.00	Northeast													
Electrician		\$26.00	\$54,080.00	Northeast													
Electrician		\$28.00	\$58,240.00	Northeast													
Electrician - PA		\$32.00	\$66,560.00	Northeast													
Electrician - PA		\$37.00	\$76,960.00	Northeast													
Electrician Technician		\$18.00	\$37,440.00	Northeast	Electrical Technician	\$ 81,628.00	Significant Shortage	\$ 65,820.00	Significant Shortage	\$ 72,434.00	Significant Shortage	\$ 59,287.00	Significant Shortage	\$ 79,912.00	Significant Shortage	\$ 69,293.00	Shortage
Electrician/Climber		\$32.00	\$66,560.00	Northeast	No direct match - consider adding a % differential for "climbing"												
Electrician/RF		\$24.50	\$50,960.00	Northeast	Control Electrician	\$ 83,529.00	Flat	\$ 71,024.00	Shortage	\$ 80,726.00	Flat	\$ 63,985.00	Shortage	\$ 70,646.00	Flat	\$ 85,719.00	Flat
Electrician/RF Helper		\$25.00	\$52,000.00	Northeast	Electrical Technician (JOB MAY NOT BE COMPARABLE)	\$ 81,628.00	Significant Shortage	\$ 65,820.00	Significant Shortage	\$ 72,434.00	Significant Shortage	\$ 59,287.00	Significant Shortage	\$ 79,912.00	Significant Shortage	\$ 69,293.00	Shortage
Executive Account Manager		\$150,000.00	\$150,000.00	Northeast	VP Sales (JOB MAY NOT BE COMPARABLE)	\$186,580.00	Significant Shortage	\$175,453.00	Significant Shortage	\$158,280.00	Significant Shortage	\$138,223.00	Significant Shortage	\$181,438.00	Significant Shortage	\$170,810.00	Significant Shortage
Executive Administrative Director		\$130,000.00	\$130,000.00	Northeast	Administrative Director	\$132,498.00	Shortage	\$121,975.00	Shortage	\$107,679.00	Flat	\$100,091.00	Shortage	\$111,135.00	Shortage	\$116,040.00	Flat
Executive Program Director		\$160,000.00	\$160,000.00	Northeast	Program Director	\$123,848.00	Shortage	\$ 96,409.00	Significant Shortage	\$ 96,964.00	Shortage	\$ 83,444.00	Significant Shortage	\$ 95,917.00	Shortage	\$122,912.00	Shortage
Fiber Tester		\$24.00	\$49,920.00	Northeast	Fiber Optic Splicer (Fiber Tech job is cable installer role) (JOB MAY NOT BE COMPARABLE)	\$ 72,735.00	Surplus	\$ 75,920.00	Surplus	\$ 66,333.00	Surplus	\$ 53,125.00	Surplus	\$ 64,832.00	Surplus	\$ 64,433.00	Significant Surplus
Field Manager		\$24.00	\$49,920.00	Northeast	Field Manager	\$ 93,056.00	Flat	\$ 84,079.00	Shortage	\$ 71,142.00	Flat	\$ 66,667.00	Shortage	\$ 76,881.00	Flat	\$ 76,424.00	Surplus
Field Tech		\$27.00	\$56,160.00	Northeast	Field Technician	\$ 63,932.00	Flat	\$ 53,064.00	Shortage	\$ 65,664.00	Flat	\$ 54,732.00	Shortage	\$ 50,343.00	Flat	\$ 70,857.00	Flat
Field Tech		\$18.00	\$37,440.00	Northeast													
Field Tech		\$23.00	\$47,840.00	Northeast													
Field Tech		\$18.00	\$37,440.00	Northeast													
Field Tech		\$27.00	\$56,160.00	Northeast													
Finance/Accounting		\$70,000.00	\$70,000.00	Northeast	Unable to research without more specifics												

TeleCo.
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UTILIZED LABORIQ'S 'RECOMMENDED' SALARY NOT THE MEDIAN (see data source description row 184)

AVAILABILITY CONTINUUM = Significant Shortage / Shortage / Flat / Surplus / Significant Surplus

TITLE	Wage	Monthly Wage	ANNUAL SALARY	LOCATION	COMPARABLE JOB TITLE	Northeast (NYC)		Mid-Atlantic (PHILA)		Mid-West (CHI)		Southeast (Win/Salem)		Southwest (HOU)		West Coast (LA)	
						Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability
Fleet Manager			\$62,192.00	Not in new census	Fleet Manager	\$ 58,885.00	Significant Surplus	\$ 56,071.00	Surplus	\$ 53,502.00	Significant Surplus	\$ 48,468.00	Surplus	\$ 51,708.00	Significant Surplus	\$ 51,957.00	Significant Surplus
Fleet Manager			\$69,999.00	Not in new census													
Foreman		\$30.00	\$62,400.00	Southeast	Foreman (more job detail could help dial this in)	\$ 62,817.00	Surplus	\$ 59,530.00	Surplus	\$ 80,541.00	Surplus	\$ 38,323.00	Flat	\$ 46,068.00	Surplus	\$ 63,192.00	Significant Surplus
Foreman - PA		\$36.00	\$74,880.00	Northeast													
Front Desk Coordinator		\$38,000.00	\$38,000.00	Northeast	Receptionist	\$ 34,300.00	Surplus	\$ 31,438.00	Significant Surplus	\$ 29,399.00	Significant Surplus	\$ 28,652.00	Significant Surplus	\$ 27,234.00	Significant Surplus	\$ 32,761.00	Significant Surplus
General Manager PA		\$100,000.00	\$100,000.00	Northeast	General Manager	\$120,182.00	Shortage	\$110,227.00	Shortage	\$ 98,229.00	Shortage	\$ 94,959.00	Shortage	\$107,777.00	Shortage	\$108,027.00	Shortage
Helper		\$21.00	\$43,680.00	Northeast	General Labor	\$ 32,813.00	Significant Surplus	\$ 30,634.00	Significant Surplus	\$ 29,038.00	Significant Surplus	\$ 26,913.00	Significant Surplus	\$ 29,277.00	Significant Surplus	\$ 32,162.00	Significant Surplus
Helper		\$18.00	\$37,440.00	Northeast													
HR Assistant		\$41,600.00	\$41,600.00	Northeast	HR Assistant	\$ 45,814.00	Significant Surplus	\$ 42,138.00	Significant Surplus	\$ 42,331.00	Significant Surplus	\$ 37,578.00	Significant Surplus	\$ 44,090.00	Significant Surplus	\$ 43,733.00	Significant Surplus
HR Coordinator		\$50,000.00	\$50,000.00	Northeast	HR Coordinator	\$ 47,104.00	Surplus	\$ 43,940.00	Surplus	\$ 42,309.00	Significant Surplus	\$ 37,022.00	Surplus	\$ 44,036.00	Surplus	\$ 44,286.00	Significant Surplus
HR Director		\$77,000.00	\$77,000.00	Northeast	HR Director	\$179,454.00	Significant Shortage	\$106,707.00	Significant Shortage	\$138,850.00	Significant Shortage	\$123,792.00	Significant Shortage	\$156,619.00	Significant Shortage	\$156,603.00	Shortage
HR Generalist			\$74,999.60	Not in new census	Human Resources (HR) Generalist	\$ 69,536.00	Flat	\$ 65,389.00	Flat	\$ 58,561.00	Flat	\$ 51,257.00	Flat	\$ 60,950.00	Flat	\$ 63,610.00	Surplus
HR Manager			\$57,680.37	Not in new census	Human Resources (HR) Manager	\$121,455.00	Significant Shortage	\$108,477.00	Significant Shortage	\$ 93,744.00	Shortage	\$ 82,656.00	Significant Shortage	\$100,563.00	Significant Shortage	\$103,888.00	Shortage
HVAC		\$23.00	\$47,840.00	Northeast	HVAC Technician	\$ 63,253.00	Flat	\$ 56,296.00	Flat	\$ 56,539.00	Flat	\$ 44,576.00	Flat	\$ 50,016.00	Flat	\$ 59,313.00	Surplus
HVAC		\$29.50	\$61,360.00	Northeast													
HVAC Technician		\$24.00	\$49,920.00	Northeast													
Junior Accounting Specialist		\$40,000.00	\$40,000.00	Northeast	Accounting Clerk	\$ 58,093.00	Surplus	\$ 52,742.00	Flat	\$ 52,435.00	Surplus	\$ 45,879.00	Flat	\$ 50,840.00	Surplus	\$ 53,297.00	Significant Surplus
Logistics Coordinator			\$37,443.00	Not in new census	Logistics Coordinator	\$ 71,137.00	Flat	\$ 68,529.00	Flat	\$ 54,710.00	Surplus	\$ 55,272.00	Flat	\$ 65,158.00	Flat	\$ 68,021.00	Surplus
Logistics Coordinator			\$50,960.00	Not in new census													
Logistics Coordinator			\$37,440.00	Not in new census													
Office Manager		\$33.00	\$68,640.00	Southeast	Office Manager	\$102,662.00	Shortage	\$ 94,286.00	Shortage	\$ 81,191.00	Flat	\$ 77,638.00	Shortage	\$ 80,102.00	Shortage	\$ 83,774.00	Flat

UTILIZED LABORIQ'S 'RECOMMENDED' SALARY NOT THE MEDIAN (see data source description row 184)

AVAILABILITY CONTINUUM = Significant Shortage / Shortage / Flat / Surplus / Significant Surplus

TITLE	Wage	Monthly Wage	ANNUAL SALARY	LOCATION	COMPARABLE JOB TITLE	Northeast (NYC)		Mid-Atlantic (PHILA)		Mid-West (CHI)		Southeast (Win/Salem)		Southwest (HOU)		West Coast (LA)		
						Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	
Office Manager - Calrstadt		\$64,155.00	\$64,155.00	Northeast														
Operations Assistant		\$22.50	\$46,800.00	Northeast	Operations Assistant	\$ 41,459.00	Surplus	\$ 41,077.00	Surplus	\$ 38,876.00	Significant Surplus	\$ 37,565.00	Surplus	\$ 39,352.00	Surplus	\$ 41,631.00	Significant Surplus	
OSP Technician		\$19.00	\$39,520.00	Southeast	Fiber Optic Splicer (Fiber Tech job is cable installer role) (JOB MAY NOT BE COMPARABLE)	\$ 72,735.00	Surplus	\$ 75,920.00	Surplus	\$ 66,333.00	Surplus	\$ 53,125.00	Surplus	\$ 64,832.00	Surplus	\$ 64,433.00	Significant Surplus	
OSP Technician		\$19.00	\$39,520.00	Southeast														
OSP Technician		\$24.00	\$49,920.00	Southeast														
OSP Technician		\$19.00	\$39,520.00	Southeast														
OSP Technician		\$19.00	\$39,520.00	Southeast														
OSP Technician		\$20.00	\$41,600.00	Southeast														
OSP Technician		\$27.50	\$57,200.00	Southeast														
OSP Technician		\$23.00	\$47,840.00	Southeast														
PA - RF Technician		\$24.00	\$49,920.00	Northeast	RF Technician (seems overpriced - nee more details to dial in)	\$121,943.00	Significant Shortage	\$113,083.00	Significant Shortage	\$111,180.00	Significant Shortage	\$ 84,117.00	Significant Shortage	\$126,374.00	Significant Shortage	\$127,508.00	Significant Shortage	
PA - RF Technician		\$28.00	\$58,240.00	Northeast														
PA - RF Technician		\$26.00	\$54,080.00	Northeast														
PA - Shop Hand/Driver		\$13.50	\$28,080.00	Northeast	Driver and Mechanic's Assistant Blend - see rows 48 and 51													
Payroll Specialist			\$74,052.33	Not in new census	Payroll Specialist	\$ 50,350.00	Significant Surplus	\$ 45,169.00	Surplus	\$ 50,480.00	Significant Surplus	\$ 40,222.00	Surplus	\$ 44,833.00	Significant Surplus	\$ 49,841.00	Significant Surplus	
Permit Coordinator			\$60,000.00	Not in new census	Credentialing Coordinator (closest role by job duties - construction permitting duties usually are a part of a larger role)	\$ 79,002.00	Flat	\$ 76,071.00	Shortage	\$ 64,204.00	Flat	\$ 56,973.00	Shortage	\$ 68,622.00	Flat	\$ 71,993.00	Flat	
Permit Coordinator			\$100,000.00	Not in new census														
Permit Coordinator			\$54,080.00	Not in new census														
President - Mid-Atlantic Market		\$250,000.00	\$250,000.00	Northeast	Regional Director	\$211,761.00	Significant Shortage	\$194,637.00	Significant Shortage	\$171,800.00	Significant Shortage	\$161,589.00	Significant Shortage	\$192,953.00	Significant Shortage	\$176,196.00	Significant Shortage	
Project Coordinator		\$75,000.00	\$75,000.00	Northeast	Project Coordinator	\$ 84,355.00	Shortage	\$ 84,075.00	Shortage	\$ 79,646.00	Shortage	\$ 61,592.00	Shortage	\$ 80,810.00	Shortage	\$ 80,122.00	Flat	
Project Manager		\$108,800.00	\$108,800.00	Northeast	Project Manager	\$ 95,553.00	Significant Shortage	\$ 96,657.00	Significant Shortage	\$ 95,851.00	Significant Shortage	\$ 54,988.00	Significant Shortage	\$ 84,441.00	Significant Shortage	\$ 87,405.00	Significant Shortage	
Project Manager		\$91,000.00	\$91,000.00	Northeast														
Project Manager		\$100,000.00	\$100,000.00	Northeast														

UTILIZED LABORIQ'S 'RECOMMENDED' SALARY NOT THE MEDIAN (see data source description row 184)

AVAILABILITY CONTINUUM = Significant Shortage / Shortage / Flat / Surplus / Significant Surplus

TITLE	Wage	Monthly Wage	ANNUAL SALARY	LOCATION	COMPARABLE JOB TITLE	Northeast (NYC)		Mid-Atlantic (PHILA)		Mid-West (CHI)		Southeast (Win/Salem)		Southwest (HOU)		West Coast (LA)	
						Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability
Project Manager		\$91,000.00	\$91,000.00	Northeast													
Project Manager		\$91,000.00	\$91,000.00	Northeast													
Project Manager		\$95,000.00	\$95,000.00	Northeast													
Project Manager		\$97,500.00	\$97,500.00	Northeast													
Project Manager		\$125,000.00	\$125,000.00	Northeast													
Project Manager		\$111,800.00	\$111,800.00	Northeast													
Project Manager		\$104,000.00	\$104,000.00	Southeast													
Project Manager		\$106,000.00	\$106,000.00	Southeast													
Project Manager		\$80,000.00	\$80,000.00	Southeast													
Project Manager		\$94,000.00	\$94,000.00	Southeast													
Project Manager		\$60,000.00	\$60,000.00	Southeast													
Project Manger		\$95,000.00	\$95,000.00	Northeast													
Regional Business Director			\$124,800.00	Not in new census													
Regional President		\$250,000.00	\$250,000.00	Southeast	Regional Director	\$211,761.00	Significant Shortage	\$194,637.00	Significant Shortage	\$171,800.00	Significant Shortage	\$161,589.00	Significant Shortage	\$192,953.00	Significant Shortage	\$176,196.00	Significant Shortage
Regional President		\$250,000.00	\$250,000.00	Southeast													
Regional President - Northeast		\$250,000.00	\$250,000.00	Northeast													
Regional President - Southeast		\$125,000.00	\$125,000.00	Southeast													
RF		\$34.00	\$70,720.00	Northeast	RF Technician (seems overpriced - nee more details to dial in)	\$121,943.00	Significant Shortage	\$113,083.00	Significant Shortage	\$111,180.00	Significant Shortage	\$ 84,117.00	Significant Shortage	\$126,374.00	Significant Shortage	\$127,508.00	Significant Shortage
RF		\$28.00	\$58,240.00	Northeast													
RF		\$33.00	\$68,640.00	Northeast													
RF		\$29.00	\$60,320.00	Northeast													
RF		\$36.00	\$74,880.00	Northeast													
RF Apprentice		\$17.00	\$35,360.00	Northeast	Electrical Apprentice	\$ 47,644.00	Flat	\$ 46,052.00	Shortage	\$ 54,329.00	Flat	\$ 28,402.00	Shortage	\$ 33,715.00	Flat	\$ 45,348.00	Flat
RF Climber/Installer		\$27.00	\$56,160.00	Northeast	Electrical Wiring Lineman	\$ 82,697.00	Flat	\$ 75,291.00	Flat	\$ 82,281.00	Flat	\$ 61,207.00	Flat	\$ 62,688.00	Flat	\$ 77,932.00	Surplus
					No direct match - consider adding a % differential for "climbing"												
RF Climber/Installer		\$29.00	\$60,320.00	Northeast													
RF Foreman			\$0.00	Northeast	Foreman (more job detail could help dial this in)	\$ 62,817.00	Surplus	\$ 59,530.00	Surplus	\$ 80,541.00	Surplus	\$ 38,323.00	Flat	\$ 46,068.00	Surplus	\$ 63,192.00	Significant Surplus
RF Helper		\$19.00	\$39,520.00	Northeast	General Labor	\$ 32,813.00	Significant Surplus	\$ 30,634.00	Significant Surplus	\$ 29,038.00	Significant Surplus	\$ 26,913.00	Significant Surplus	\$ 29,277.00	Significant Surplus	\$ 32,162.00	Significant Surplus

UTILIZED LABORIQ'S 'RECOMMENDED' SALARY NOT THE MEDIAN (see data source description row 184)

AVAILABILITY CONTINUUM = Significant Shortage / Shortage / Flat / Surplus / Significant Surplus

TITLE	Wage	Monthly Wage	ANNUAL SALARY	LOCATION	COMPARABLE JOB TITLE	Northeast (NYC)		Mid-Atlantic (PHILA)		Mid-West (CHI)		Southeast (Win/Salem)		Southwest (HOU)		West Coast (LA)	
						Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability
RF Helper		\$21.00	\$43,680.00	Northeast													
RF Technician		\$26.00	\$54,080.00	Northeast	RF Technician (seems overpriced - need more details to dial in)	\$121,943.00	Significant Shortage	\$113,083.00	Significant Shortage	\$111,180.00	Significant Shortage	\$ 84,117.00	Significant Shortage	\$126,374.00	Significant Shortage	\$127,508.00	Significant Shortage
RF Technician		\$31.00	\$64,480.00	Northeast													
RF Technician - PA		\$24.00	\$49,920.00	Northeast													
RF Tester		\$33.00	\$68,640.00	Northeast	RF Technician (seems overpriced - need more details to dial in)	\$121,943.00	Significant Shortage	\$113,083.00	Significant Shortage	\$111,180.00	Significant Shortage	\$ 84,117.00	Significant Shortage	\$126,374.00	Significant Shortage	\$127,508.00	Significant Shortage
RF Troubleshooter		\$31.00	\$64,480.00	Northeast	RF Technician (seems overpriced - need more details to dial in)	\$121,943.00	Significant Shortage	\$113,083.00	Significant Shortage	\$111,180.00	Significant Shortage	\$ 84,117.00	Significant Shortage	\$126,374.00	Significant Shortage	\$127,508.00	Significant Shortage
RF/Climber		\$26.00	\$54,080.00	Northeast	Electrical Wiring Lineman	\$ 82,697.00	Flat	\$ 75,291.00	Flat	\$ 82,281.00	Flat	\$ 61,207.00	Flat	\$ 62,688.00	Flat	\$ 77,932.00	Surplus
					No direct match - consider adding a % differential for "climbing"												
RF/Climber		\$32.00	\$66,560.00	Northeast													
RF/Climber		\$29.00	\$60,320.00	Northeast													
RF/Climber		\$29.50	\$61,360.00	Northeast													
RF/Climber		\$31.00	\$64,480.00	Northeast													
RF/Climber - PA		\$30.00	\$62,400.00	Northeast													
RF/Electrical		\$35.00	\$72,800.00	Northeast	Control Electrician	\$ 83,529.00	Flat	\$ 71,024.00	Shortage	\$ 80,726.00	Flat	\$ 63,985.00	Shortage	\$ 70,646.00	Flat	\$ 85,719.00	Flat
RF/Electrical Helper		\$18.00	\$37,440.00	Northeast	General Labor	\$ 32,813.00	Significant Surplus	\$ 30,634.00	Significant Surplus	\$ 29,038.00	Significant Surplus	\$ 26,913.00	Significant Surplus	\$ 29,277.00	Significant Surplus	\$ 32,162.00	Significant Surplus
RF/Helper		\$25.00	\$52,000.00	Northeast	General Labor	\$ 32,813.00	Significant Surplus	\$ 30,634.00	Significant Surplus	\$ 29,038.00	Significant Surplus	\$ 26,913.00	Significant Surplus	\$ 29,277.00	Significant Surplus	\$ 32,162.00	Significant Surplus
Safety Director		\$99,320.00	\$99,320.00	Northeast	Safety Director	\$152,418.00	Significant Shortage	\$152,245.00	Significant Shortage	\$134,117.00	Significant Shortage	\$119,259.00	Significant Shortage	\$153,107.00	Significant Shortage	\$160,254.00	Significant Shortage
Safety Manager - Northeast Market		\$89,440.00	\$89,440.00	Northeast	Safety Manager	\$118,467.00	Significant Shortage	\$118,656.00	Significant Shortage	\$104,068.00	Significant Shortage	\$ 89,651.00	Significant Shortage	\$110,277.00	Significant Shortage	\$124,393.00	Significant Shortage
Sec/Treasurer		\$52,000.00	\$52,000.00	Northeast	City Secretary	\$ 55,534.00	Significant Surplus	\$ 43,727.00	Surplus	\$ 44,673.00	Significant Surplus	\$ 37,087.00	Surplus	\$ 37,663.00	Significant Surplus	\$ 49,452.00	Significant Surplus
Senior Accountant		\$70,000.00	\$70,000.00	Northeast	Senior Accountant	\$ 95,264.00	Flat	\$ 82,048.00	Flat	\$ 78,648.00	Surplus	\$ 73,111.00	Flat	\$ 85,553.00	Flat	\$ 85,119.00	Surplus
Senior OSP Technician		\$29.50	\$61,360.00	Southeast	Fiber Optic Splicer (Fiber Tech job is cable installer role) (JOB MAY NOT BE COMPARABLE)	\$ 72,735.00	Surplus	\$ 75,920.00	Surplus	\$ 66,333.00	Surplus	\$ 53,125.00	Surplus	\$ 64,832.00	Surplus	\$ 64,433.00	Significant Surplus

UTILIZED LABORIQ'S 'RECOMMENDED' SALARY NOT THE MEDIAN (see data source description row 184)

AVAILABILITY CONTINUUM = Significant Shortage / Shortage / Flat / Surplus / Significant Surplus

TITLE	Wage	Monthly Wage	ANNUAL SALARY	LOCATION	COMPARABLE JOB TITLE	Northeast (NYC)		Mid-Atlantic (PHILA)		Mid-West (CHI)		Southeast (Win/Salem)		Southwest (HOU)		West Coast (LA)	
						Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability
Senior OSP Technician		\$38.00	\$79,040.00	Southeast													
Senior OSP Technician		\$42.50	\$88,400.00	Southeast													
Senior OSP Technician		\$40.00	\$83,200.00	Southeast													
Special Projects Manager		\$109,200.00	\$109,200.00	Northeast	Project Manager (no direct match - consider adding a % differential if this role is higher value than base PM)	\$ 95,553.00	Significant Shortage	\$ 96,657.00	Significant Shortage	\$ 95,851.00	Significant Shortage	\$ 54,988.00	Significant Shortage	\$ 84,441.00	Significant Shortage	\$ 87,405.00	Significant Shortage
SVP Finance & Accounting			\$185,000.00	Not in new census	SVP/Chief Accounting Officer (oddly VP level was much higher comp) - suggest 20% discount to these values to SVP level (vs CAO level))	\$259,079.00	Significant Shortage	\$239,314.00	Significant Shortage	\$219,909.00	Significant Shortage	\$206,376.00	Significant Shortage	\$252,970.00	Significant Shortage	\$231,559.00	Significant Shortage
Tower Tech III		\$23.00	\$47,840.00	Southeast	Towerman (1 level available - add % differential for Levels II, III, etc.)	\$ 53,130.00	Surplus	\$ 49,717.00	Flat	\$ 51,880.00	Surplus	\$ 45,891.00	Flat	\$ 49,075.00	Surplus	\$ 51,028.00	Significant Surplus
Top Hand		\$26.00	\$54,080.00	Southeast	Towerman (1 level available - add % differential for Levels II, III, etc.)	\$ 53,130.00	Surplus	\$ 49,717.00	Flat	\$ 51,880.00	Surplus	\$ 45,891.00	Flat	\$ 49,075.00	Surplus	\$ 51,028.00	Significant Surplus
Tower Hand - PA		\$23.00	\$47,840.00	Northeast	Towerman (1 level available - add % differential for Levels II, III, etc.)	\$ 53,130.00	Surplus	\$ 49,717.00	Flat	\$ 51,880.00	Surplus	\$ 45,891.00	Flat	\$ 49,075.00	Surplus	\$ 51,028.00	Significant Surplus
Tower Tech		\$30.00	\$62,400.00	Northeast													
Tower Tech			\$0.00	Northeast													
Warehouse		\$15.00	\$31,200.00	Northeast	Did not price - need more info - likely other levels of Warehouse jobs that were priced will fit												
Warehouse - Floor Supervisor		\$22.00	\$45,760.00	Northeast	Warehouse Supervisor	\$ 58,855.00	Significant Surplus	\$ 56,071.00	Surplus	\$ 53,502.00	Significant Surplus	\$ 48,468.00	Surplus	\$ 51,708.00	Significant Surplus	\$ 51,957.00	Significant Surplus
Warehouse Assistant		\$16.50	\$34,320.00	Northeast	Warehouse Associate	\$ 33,296.00	Significant Surplus	\$ 30,796.00	Significant Surplus	\$ 32,256.00	Significant Surplus	\$ 28,381.00	Significant Surplus	\$ 30,983.00	Significant Surplus	\$ 33,046.00	Significant Surplus
Warehouse Assistant Manager - Clifton		\$35.00	\$72,800.00	Northeast	Warehouse Supervisor (Assistant Manager not available) - could add % Differential to Manager Level	\$ 58,855.00	Significant Surplus	\$ 56,071.00	Surplus	\$ 53,502.00	Significant Surplus	\$ 48,468.00	Surplus	\$ 51,708.00	Significant Surplus	\$ 51,957.00	Significant Surplus
Warehouse Coordinator		\$23.00	\$47,840.00	Northeast	No direct match exists - need more info or can add % differential to Associate Level role												
Warehouse Manager		\$32.00	\$66,560.00	Northeast	Warehouse Manager	\$ 88,542.00	Flat	\$ 90,087.00	Flat	\$ 78,976.00	Flat	\$ 74,295.00	Flat	\$ 82,365.00	Flat	\$ 76,521.00	Flat
Warehouse Manager		\$18.50	\$38,480.00	Southeast													
Warehouse Manager - Carlstadt		\$72,000.00	\$72,000.00	Northeast													

TeleCo.
DRAFT/Preliminary Compensation and Availability Analysis
November 13, 2021

UTILIZED LABORIQ'S 'RECOMMENDED' SALARY NOT THE MEDIAN (see data source description row 184)

AVAILABILITY CONTINUUM = Significant Shortage / Shortage / Flat / Surplus / Significant Surplus

TITLE	Wage	Monthly Wage	ANNUAL SALARY	LOCATION	COMPARABLE JOB TITLE	Northeast (NYC)		Mid-Atlantic (PHILA)		Mid-West (CHI)		Southeast (Win/Salem)		Southwest (HOU)		West Coast (LA)	
						Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability	Wage/Salary	Availability
Warehouse/Shop		\$23.00	\$47,840.00	Northeast	Warehouse Associate	\$ 33,296.00	Significant Surplus	\$ 30,796.00	Significant Surplus	\$ 32,256.00	Significant Surplus	\$ 28,381.00	Significant Surplus	\$ 30,983.00	Significant Surplus	\$ 33,046.00	Significant Surplus
Consider % blend and multiply the full comp for the role to the right accordingly (and row 174 Warehouse Associate)						\$ 51,669.00	Flat	\$ 58,396.00	Flat	\$ 53,527.00	Flat	\$ 44,339.00	Shortage	\$ 46,167.00	Flat	\$ 49,617.00	Flat
Warehouse/Shop		\$33.50	\$69,680.00	Northeast													

About **LaborIQ**: ATILA Technology combines machine intelligence with data from state and national employment surveys on wage growth, unemployment, economic performance and occupational supply and demand for all U.S. industries and metros, and measures the impact of weekly

TeleCo Inc.
Workers Compensation Claims/OSHA 300 Reconciliation
2013 through November 4, 2021

Company	Policy Period		Employee Name	Description	Type of Claim	Date of Injury	Date Reported	Date Closed	OSHA 300
LEGACY COMPANY C	04.18.13	04.18.14		Injured by falling or flying; Ear(s)	IR	05.13.13	06.03.13	06.17.13	
LEGACY COMPANY C	04.18.14	04.18.15							
LEGACY COMPANY C	04.18.15	04.18.16							
LEGACY COMPANY C	04.18.16	04.18.17							
LEGACY COMPANY C	04.18.17	04.18.18							
LEGACY COMPANY C	04.18.18	04.18.19		Caught In/Object Handled; Thumb	LT	05.08.18	05.09.18	05.31.18	
LEGACY COMPANY C	04.18.19	04.18.20							
LEGACY COMPANY B	04.01.15	04.01.16							
LEGACY COMPANY B	04.01.16	04.01.17							
LEGACY COMPANY B	04.01.17	04.01.18		Unloading vehicle and was struck by another vehicle; Knee	Unclassified	09.28.17	10.02.17		
LEGACY COMPANY B	04.01.17	04.01.18		Lifting heavy equipment; Permanent back injury	Unclassified	12.14.17	02.13.2018	05.29.2020	
LEGACY COMPANY B	04.01.18	04.01.19		Rearended by another vehicle	Unclassified	02.27.19	03.06.19	03.16.2021	
LEGACY COMPANY B	04.01.18	04.01.19		Rearended by another vehicle	Unclassified	02.27.19	03.01.19		
LEGACY COMPANY B	04.01.19	04.01.20		Auto Accident	Unclassified	08.22.19	09.20.19	04.15.21	
LEGACY COMPANY A	04.01.16	11.04.21							
LEGACY COMPANY A-Applied Under	06.18.12	06.18.13		Striking Against, Stationary; Laceration; Head	MO	10.17.12	10.25.12	01.03.13	
LEGACY COMPANY A-Applied Under	06.18.12	06.18.13		Other - Miscellaneous; Hip	MO	03.15.13	04.24.13	09.04.13	
LEGACY COMPANY A-Applied Under	06.18.13	06.18.14		Striking Against, Stationary; Laceration; Wrist	MO	05.08.14	06.20.14	09.20.14	
LEGACY COMPANY A-Applied Under	06.18.14	06.18.15		Other - Miscellaneous NOC	MO	06.24.14	07.22.14	07.29.14	
LEGACY COMPANY A-Applied Under	06.18.14	06.18.15		Motor Vehicle/Upset; Crushing; Body Systems	LT	08.31.14	09.08.14	09.23.15	
LEGACY COMPANY A-Applied Under	06.18.14	06.18.15		Motor Vehicle/Upset; Crushing; Body Systems	LT	08.31.14	09.08.14	09.23.15	
LEGACY COMPANY A-Applied Under	06.18.14	06.18.15		Motor Vehicle/Upset; Multiple Physical Injuries	MO	08.31.14	09.08.14	11.07.14	
LEGACY COMPANY A-Applied Under	06.18.14	06.18.15		Motor Vehicle/Upset; Multiple Physical Injuries; Body Systems	MO	08.31.14	09.08.14	10.09.15	
LEGACY COMPANY A-Applied Under	06.18.14	06.18.15		Fall/Different Elevation; Contusion; Multiple Trunk	LT	09.17.14	09.22.14	12.30.15	
LEGACY COMPANY A-Applied Under	06.18.14	06.18.15		Fall/Into Opening; Laceration; Lower Leg	MO	12.04.14	12.29.14	04.13.15	
LEGACY COMPANY A-Applied Under	06.18.14	06.18.15		Other; Syncope	MO	05.26.15	06.02.15	07.12.15	
LEGACY COMPANY A-Applied Under	06.18.15	06.18.16							
LEGACY COMPANY A-Applied Under	06.18.16	06.18.17		Strain/Lifting; Strain; Lower Back	LT	09.16.16	09.07.16	02.24.17	
LEGACY COMPANY A-Applied Under	06.18.16	06.18.17		Motor Vehicle Collision; Other Specific Injuries; Multiple Body Parts	MO	05.07.17	05.10.17	07.17.17	
LEGACY COMPANY A-Applied Under	06.18.17	06.18.18							
LEGACY COMPANY A-Applied Under	06.18.18	06.18.19		Other Miscellaneous; Knee	MO	06.08.19	07.11.19	07.25.19	
LEGACY COMPANY A-Applied Under	06.18.18	06.18.19		Fall; Strain; Low Back	LT	08.08.18	07.01.21		
LEGACY COMPANY A-Applied Under	06.18.19	05.15.20		Strain/Pushing/Pulling; Lower Leg	MO	10.23.19	11.12.19	01.06.20	Yes (10.23.19)
LEGACY COMPANY A-Applied Under	01.17.19	06.18.19							
LEGACY COMPANY A-Applied Under	05.15.20	06.18.20							
LEGACY COMPANY A-Applied Under	06.18.19	05.15.20							
LEGACY COMPANY A-Applied Under	06.18.20	12.31.20							
TeleCo Inc.	04.01.21	04.01.22		Descending Water Tower; Left Calf	Unclassified	06.09.21	06.22.21		
TeleCo Inc.	04.01.21	04.01.22		Automobile Accident; Back	Unclassified	08.30.21	09.17.21		
TeleCo Inc.	04.01.21	04.01.22		Syncope (passed out on job site)	Unclassified	07.13.21	07.14.21	07.30.21	

IR = Incident Report, MO=Medical Only, L T= Lost Time

TeleCo Inc.
EMPLOYEE HANDBOOK REVIEW

Source Documents:

Employee Handbook - Technicians

Employee Handbook - Managers

Procedures Manual - Managers

Independent documents: Introduction; On-Boarding Memo, etc.

For all questions: True for TeleCo Inc. and/or individual legacy organizations?

POLICY/PROCEDURE	CONTENTS	NOTES
Alcoholism/Substance Abuse	6.8 Drug & Alcohol Use, policy includes a Rehabilitation component.	There is no zero-tolerance drug/alcohol policy in the employee handbook;
Americans with Disabilities Act	2.7 Reasonable Accommodation Policy	Have any employees requested reasonable accommodation? If so, was the
Anti-Retaliation and Whistleblower Policy	2.10 Anti-Retaliation and Whistleblower Policy	Have there been any retaliation claims or whistleblower activity? If so,
Attendance Policy	7.1 Attendance & Punctuality - employees must report absences and tardiness by 6:00 AM by emailing callout@lec-inc.net. Absences of more than 1 day should be reported to HR. Doctor's statements may be required for absence of 3+ days. Three (3) day No call/No show policy.	In the employee handbook it references an LEGACY COMPANY B email address. In the Procedures Manual - Managers, there is a TeleCo Inc. email address. This should be reconciled across documents. The 3 day limit on No Call/No Show is not included in the Manager's manual.
Automobile Accidents	Procedure Manual - Managers includes a policy regarding automobile accidents and includes procedures for employees to follow.	The Employee Handbook does not contain the same policy. We recommend that the Vehicle Accident policy be replicated in its entirety in the Employee Handbook.
Automobiles/Cars	4.4 Vehicle Use Policy - DMV check at the time of hire; commencement of driving privileges and periodically. Valid driver's license is required. 4.5 Parking and Traffic - employees must use available company parking spots and/or obey all municipal parking rules. Violations and fines are employee's responsibility. Parking tickets and fines for other violations while using Company vehicles are the responsibility of employees. Must be reported to their supervisor within 48 hours. Company will review violations to determine whether/if the Company or employee is responsible for violations/citations e.g. redlight camera, toll, etc. Employees may be responsible to repay costs associated with infractions and may set up a payment plan with employees for these costs. Also, Separate Vehicle Use Policy (include reference to this in Employee Handbook and or incorporate as addenda in handbook)	Are DMV checks done and audited; are licenses checked at least annually to verify that employees are adequately licensed. Have employees been suspended, termed or reassigned because of motor vehicle infractions? History of accidents or infractions of the policy? J. Smith said, "None that she is aware of." Are there any active repayment plans for motor vehicle infractions? Not currently - M. Miller and E. Kline are looking into this. Are there any employees with multiple or a history of motor vehicle incidents or claims? None reported Also, Separate Vehicle Use Policy (include reference to this in Employee Handbook and or incorporate as addenda in handbook)
Bereavement Leave	5.10 Bereavement Leave - up to 3 days for immediate family member, 1 day off for extended family members	step-family members are considered 'extended' under this policy.
Cell Phone Reimbursement	6.9 Telephone Usage - personal use of Company-owned and personal telephones during working hours is prohibited except in emergencies. Use must be hands-free while driving.	
Company Credit/Purchasing Cards	6.16 Company Supplies - purchasing limited to employees whose regular duties include purchasing.	

TeleCo Inc.
EMPLOYEE HANDBOOK REVIEW

Source Documents:

Employee Handbook - Technicians

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Independent documents: Introduction; On-Boarding Memo, etc.

For all questions: True for TeleCo Inc. and/or individual legacy organizations?

POLICY/PROCEDURE	CONTENTS	NOTES
Company Property	6.11 Use of Company Property - Use of Co property is for business necessity only. Reference to 'Loss or Damage to Company Property Policy' executed by employees Procedure Manual - Managers includes language on Property Damage	Loss or Damage to Company Property Policy - is this in handbook or separate. Have all employees executed a signed acknowledgement? There is policy language in the Procedure Manual - Managers.
Communication	2.9 Communication: includes reference to Computer, Email and Internet Usage policy; External Communications - Media Inquiries are to be directed to Regional Manager and then to designated Company spokesperson. 6.14 Computer, Email & Internet Usage - no discrimination, bullying or harassment. Copyright and intellectual property provisions; standards of use guidelines, privacy and monitoring - no right to privacy when using company property.	Is Regional Manager the same as Regional President? If not, reconcile language in this policy.
Company Sponsored Certifications & Training Policy	Independent policy, not included in handbooks or procedures manuals. Includes a claw-back provision.	Terms of the policy are contradictory, includes a claw-back provision which may or may not be prohibited in all operating jurisdictions. Not dated or version controlled. Should be included in comprehensive employee handbook. Would be interested in understanding how policy administration happens.
Compliance and Reporting Improper Activities		
Confidential Company Information	6.6 Confidentiality	Non-Competes, Non-Solicitations, Non-Disclosures - in separate employment agreements (see 29B working files)
Conflict of Interest and Business Ethics	6.1 Other Employment - employees working more than 4 hours per day with another employer must notify HR; may not work for a client or customer, or competitor. May not use TeleCo Inc. vehicles or perform work for another employer on TeleCo Inc. time or premises. 6.2 Code of Conduct (Standards of Conduct), includes Internal Investigations and protection for NLRA Section 7 rights. 6.17 Initiative and Attention to Quality 6.18 Importance of Customer Relations and Service	The title of this policy was changed from 'standards of conduct' to 'code of conduct'. Contents are more closely aligned with a traditional 'standards' of conduct policy and the policy itself refers to the contents as 'standards'. Suggest reverting back to the original title.
Disciplinary Action	Procedures Manual - Managers. Requires that HR be notified by email immediately	We recommend that HR be immediately notified by telephone or voicemail and that a reference to this policy be included in the Employee Handbook as well.

TeleCo Inc.
EMPLOYEE HANDBOOK REVIEW

Source Documents:

Employee Handbook - Technicians

Employee Handbook - Managers

Procedures Manual - Managers

Independent documents: Introduction; On-Boarding Memo, etc.

For all questions: True for TeleCo Inc. and/or individual legacy organizations?

POLICY/PROCEDURE	CONTENTS	NOTES
Employee Benefits	5. Employee Benefits - refers employees to summary plan descriptions and official plan documents. 5.1 Health Insurance - eligible employees may elect coverage beginning first day of the month following two full months of employment 5.2 Health Insurance Continuation (COBRA) - employee or beneficiary pays full cost of coverage + admin fees	
Employee Classifications	3.1 Employment Classifications: FT = 40 or > hours per week and benefits eligible; PT = < 40 hours per week and may be eligible for some benefits; Temporary employees.	
Employee Dispute Resolution	2.8 Employee Dispute Resolution	Employees are asked to sign an arbitration agreement - separate document and not referenced in the employee handbook.
Employment-at-Will	1.1 About this Handbook; 2.1 At-Will Employment	1.1 refers to the President as contracting authority, 2.1 refers to the CEO - language should be made consistent.
Equal Employment Opportunity	2.4 Our Philosophy - We Believe in Equal Employment Opportunities	
Expense Reimbursement	3.3 Expense Reimbursement - expenses must be approved in advance by supervisor.	Are there separate guidelines? How and to whom are expenses submitted? Are they paid separately through A/P, via Payroll or third-party administrator?
Family and Medical Leave	5.6 Federal Family Medical Leave Law	
General Handbook Acknowledgement	8.A Few Closing Words and Acknowledgement	Do all employees have a signed employee handbook acknowledgement?
If You Must Leave Us	6.5 Termination of Employment - request for a minimum of 2 weeks' notice and requirement that all company property be returned.	
Immigration Law Compliance	2.3 Immigration Law Compliance - all employees are required to complete I-9s, may use E-Verify.	See notes in "People Practices" worksheet
Inclement Weather	4.3 Emergency Closing - Company discretion to pay non-exempt employees for emergency closings.	
Introductory Period	2.2 Introductory Period - 90 days from first day of employment.; optional 60 day extension. Benefits accruals, length-of-service will be calculated from date of hire. No PTO time may be used during the introductory period. Where no state-specific sick leave requirements exist, employee may use one (1) 8-hour day for sickness during the first 90-days.	Are employees evaluated during/at the conclusion of 90-day period? Is this documented? Anyone on an intro-extension.
Jury Duty	5.8 Jury Duty Leave	
Lactation Breaks	See 2.7 Reasonable Accommodation Policy	

TeleCo Inc.
EMPLOYEE HANDBOOK REVIEW

Source Documents:

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Procedures Manual - Managers

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For all questions: True for TeleCo Inc. and/or individual legacy organizations?

POLICY/PROCEDURE	CONTENTS	NOTES
Meals and Breaks	4.9 Meals & Break Periods - non-exempt employees: breaks of less than 30 minutes are paid, longer than 30 minutes are unpaid except where required by law. Breaks must be recorded on time cards.	
Medical Leaves of Absence		Will require FMLA policy and state-specific language.
Military Leaves of Absence	5.7 Military Leave	
Non-Discrimination	See Non-Harassment	
Non-Harassment	2.5 Sexual & Other Unlawful Harassment - comprehensive policy, includes bullying and cyber-harassing. 2.6 Reporting discrimination, harassment, and/or retaliation	Training is currently taking place via SkillSoft LMS
On-Call Policy / After Hours	Not in handbook - referred to in document titled "Orientation". On-call hours are mandatory and included in the calculation of overtime hours. Also included in document titled "Introductory Information".	Add On-Call policy/practice to employee handbook.
Open Door Policy	see 2.8 Employee Dispute Resolution policy	
Operating Hours	4.2 Company Hours : Monday through Friday 7:00 AM - 3:30 PM. Standard workweek is 40 hours. Schedules are provided to employees via email, weekly.	Do office employees work on the same schedule? What is the standard pay week?
Overtime	No policy in handbook. On-call hours included in the calculation of overtime. On-call hours on Sundays and Holidays are paid as double time. Is this pre-programmed for payroll?	Included On-call details in employee handbook. Ensure that these pay rules are accounted for in the Paycor implementation.
Paid Time Off/Vacation*	5.4 Paid Time Off (PTO) (effective January 1, 2022) PTO is accrued, pro-rata based on years of service and employee classification Calendar year (1/1 through 12/31) PTO accrual is pro-rated for new hires based on starting date; for FT 40/hr wk employees: 1-4.99 years = 10 annual days max 5-9.99 years = 15 annual days max 10+ years = 20 annual days max Field employees may use accrued time 90 days after hire; office employees 30 days after hire Carryover of up to 5 accrued, unused days is allowed and must be used on or before March 31 of the following calendar year PTO BlackOut period from Monday after Thanksgiving through December 31. PTO is not paid at termination unless required by state or local laws.	Are these hours tracked? Where? Is accrued and carryover time included in financial accruals? Are all employees with accruals in the HRIS/Payroll system tracking hours - e.g. executives, directors? Are these accruals adjusted accordingly?

TeleCo Inc.
EMPLOYEE HANDBOOK REVIEW

Source Documents:

Employee Handbook - Technicians

Employee Handbook - Managers

Procedures Manual - Managers

Independent documents: Introduction; On-Boarding Memo, etc.

For all questions: True for TeleCo Inc. and/or individual legacy organizations?

POLICY/PROCEDURE	CONTENTS	NOTES
Pay Period	7.3 Paydays - employees are paid weekly. Pay weeks are Monday through Sunday, pay days are the following Thursday. Via paycheck and/or direct deposit. Payroll is processed via ADP. At termination, pay payments for accrued time unless required by state or local laws.	Reference in 5.15 to Weekly payroll
Paycheck Deductions	7.4 Payroll Deductions 7.5 Payroll Practices/Corrections 7.6 Review Your Paystub All issues or concerns should be reported to HR immediately.	Payroll processing handled by HR or Finance?
Performance Reviews	4.1 Performance Evaluations	Diligence request responses indicate that there is little history of performance reviews and that this process will begin between January and February 2022.
Personal Property	6.10 Personal Property	
Pre-Employment Screening	No Policy in Employee Handbook - being implemented via Paycor/Assure Hire relationship. Background check disclosure form refers to ADP not Paycor/AssureHire.	Revise forms to appropriately refer to correct screening vendor and protocols
Progressive Discipline Policy	6.4 Disciplinary Action - employer discretion and may or may not follow progressive discipline processes for serious offenses.	
Reporting Incidents	Procedure Manual - Managers	The language does not appear in the Employee Handbook. Recommend replicating this information for employees.
Sick Pay	5.5 Earned Safe and Sick Leave Benefits (SL) Policy includes coverage for full- and part-time employees; COVID and victims of family offenses. 1 hour of SL earned for every 30 hours worked. Max accrual of 40 hours per calendar year, unless otherwise required by state or local law. Minimum use is 4 hours unless smaller amount is permitted by state or local law Employees may carryover a maximum of 40 hours unless other amounts are allowed by state or local law. SL is not paid out to employees at termination for any reason.	NJ Paid Sick Leave Policy separate - see attached file.
Social Media	6.15 Responsible Use of Social Media Also, separate Social Media Policy (undated, no version control, requires employee signature)	Is training provided? Are all employees required to sign and are the acknowledgements maintained in employee records?
Social Security and Medicare	5.13 Social Security and Medicare	

**TeleCo Inc.
EMPLOYEE HANDBOOK REVIEW**

Source Documents:

Employee Handbook - Technicians

Employee Handbook - Managers

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Independent documents: Introduction; On-Boarding Memo, etc.

For all questions: True for TeleCo Inc. and/or individual legacy organizations?

POLICY/PROCEDURE	CONTENTS	NOTES
Solicitation and Distribution	4.8 Solicitation and Distribution of Material - distribution of any material of any kind is prohibited on working time or in working areas at all times.	
Time Tracking System	7.2 Timekeeping - the policy states that all employees track time on time sheets.	How is timekeeping maintained? Is it the same for all employees? If not, how do the processes/policies differ?
Tobacco-Free Workplace	6.12 Smoking - TeleCo Inc. is smoke free. Designated external smoking areas are provided.	Is this true for all operating locations? Are Company vehicles also smoke free?
Unemployment Compensation	5.15 Unemployment Compensation	
Voting Leave	5.9 Voting Leave - up to 2 unpaid hours at the beginning or end of shift when voting hours outside of work are unavailable.	
Workers' Compensation	5.11 Workers' Compensation - policy specifically refers to a light-duty work program to facilitate employees' return to work 5.13 Returning to work following a leave of absence - must provide at least two (2) days notice of intent to return	
Workplace Conduct	6.3 Criminal Convictions - employees must report incidents with job-related implications within 72 hours	
Workplace Safety	4.6 Workplace Environmental, Health & Safety 4.7 Security - facility access is controlled by key fobs; no-solicitation, distribution or trespass rule. 6.13 Visitors in the Workplace - only authorized visitors, must enter through reception, sign in and sign out, must be accompanied by a Company representative. Procedures Manual - Managers: Incidents policy.	Review OSHA records (only one item in the past 3 years), workplace safety incident logs, workers' compensation claims records. Any workplace safety related employee relations/performance issues? Not that we are aware of. Is there an off-boarding process to ensure return on security access key fobs, vehicle keys, computers, other company equipment, credit cards? Are any of these outstanding for terminated employees? How is this handled? Visitors in the workplace - are these guidelines the same for and adhered to in all Company locations? In Company vehicles? Language corresponding to the Incidents Policy in the Procedures Manual - Managers should be replicated in the Employee Handbook.
Workplace Violence	6.7 Workplace Violence	
Your Employment Records: Access to Personnel Files	3.2 Personnel Data Changes - notify HR	Is there any employee self-service capability for updating and maintaining records? Not currently. Will occur with Paycor implementation
Addendum: California	Blank	
Addendum: Illinois	Pregnancy; Harassment and Discrimination; Paid Time Off (PTO); Crime Victim Leave	
Addendum: Maryland	Organ and Bone Marrow Donation Leave; Paid Parental Leave; Volunteer Emergency Responder and Civil Air Patrol Leave; Civil Air Patrol Leave; Jury Duty and Court Appearances; Crime Victim Leave;	

TeleCo Inc.
EMPLOYEE HANDBOOK REVIEW

Source Documents:

Employee Handbook - Technicians

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Independent documents: Introduction; On-Boarding Memo, etc.

For all questions: True for TeleCo Inc. and/or individual legacy organizations?

POLICY/PROCEDURE	CONTENTS	NOTES
Addendum: New Jersey	NJ Family and Medical Leave; Paid Family Leave Insurance; Domestic Violence Leave NJ Paid Sick Leave: Not included in employee handbook - TeleCo Inc. provides a separate employment policy	
Addendum: New York	Equal Employment Opportunity/Accommodations; Reproductive Health Decisions; Break Time/Meal Periods; Breaks to Express Breast Milk/Lactation Room Policy; Paid Safe and Sick Leave (SL); New York Emergency Paid Sick Leave (COVID 19); Paid Family Leave; Harassment and Sexual Harassment; Pre-Employment Drug Testing; HERO Act	
Addendum: Pennsylvania	Wage Theft Notice	

**SAMPLE COMPANY
EMPLOYMENT ELIGIBILITY VERIFICATION (I-9) AUDIT**

LAST NAME	FIRST NAME	TITLE	REGION	AGE	I-9	I-9 SIGNED	I-9 NOTES
					Yes	10/07/21	Form not properly signed*
		Construction Manager	Northeast	38	Yes	08/02/13	Incorrect, no supporting documents
		Payroll Specialist	Corporate	49	Yes	12/27/13	No supporting documents
		FIELD TE - FIELD TECHNICIAN	Fiber - LEGACY COMPANY C	36	Yes	07/21/21	Form not properly signed*; No supporting documents
		Civil Lead	West	26	Yes	07/28/20	USCIS 204.210.672 expired 10.10.21
					Yes	09/10/21	Form not properly signed*
		FIELD TE - FIELD TECHNICIAN	Northeast	27	Yes	03/23/17	No supporting documents
		Construction Manager	Northeast	42	Yes	06/27/19	No supporting documents
		Warehouse Manager	Northeast	32	Yes	09/09/19	
		CON STRU - Construction Manager	West	46	Yes	07/26/21	
		Project Manager	West	29	Yes	11/18/21	Missing one form of ID
					Yes	09/28/21	Form is incorrect - no verification documents identified; supporting docs appear valid
		RF TECH - RF Technician	Northeast	40	Yes	10/26/17	No supporting documents
		Fiber Tech	West	38	Yes	12/09/20	
					Yes	10/22/21	Form not properly signed*, no supporting documents
		FIELD TE - FIELD TECHNICIAN	West	26	Yes	07/28/20	
					Yes	09/28/21	No supporting documents
		Project Manager	Fiber - LEGACY COMPANY C	46	Yes	11/15/21	No supporting documents
		RF TECH - RF Technician	Northeast	40	Yes	06/20/19	No supporting documents
		Electrical Apprentice	Northeast	23	Yes	08/20/19	No supporting documents
		Tower Tech	Northeast	47	Yes	10/09/17	No supporting documents
		Project Manager	Northeast	46	Yes	03/09/16	No supporting documents
		DRIVER - Driver	Northeast	41	Yes	10/15/18	No supporting documents
		Senior OSP Tech	Fiber - LEGACY COMPANY C	34	Yes	06/13/21	No supporting documents
		Construction Manager	National	22	Yes	08/12/19	Form completed incorrectly; No supporting documents
		GENMGR - General Manager	Mid Atlantic	42	Yes	05/04/19	No supporting documents
					Yes	10/19/21	Forms not properly signed*; No supporting documents
		Warehouse Crew	Northeast	51	Yes	02/23/15	
		CREW MEM - CREW MEMBER	West	31	Yes	11/01/20	
		Electrical Apprentice	Northeast	45	Yes	12/21/18	No supporting documents
					Yes	09/15/21	Form not properly signed by employee*
		CM - Construction Manager	Northeast	41	Yes	08/14/20	
		CREW MEM - CREW MEMBER	West	52	Yes	11/16/20	
		CREW MEM - CREW MEMBER	Northeast	29	Yes	07/25/15	
		Co-office Manager	West	54	Yes	11/18/21	
		RF TECH - RF Technician	Mid Atlantic	39	Yes	03/15/21	
		Electrician	Northeast	44	Yes	02/22/16	No supporting documents
		FIELD TE - FIELD TECHNICIAN	West	48	Yes	06/14/21	
		AP Specialist	Corporate	24	Yes	08/17/20	No supporting documents
		Ware House Assistant	Northeast	21	Yes	08/28/17	No supporting documents
		Warehouse Manager	Northeast	51	Yes	08/17/15	No supporting documents
		FIELD TE - FIELD TECHNICIAN	Fiber - LEGACY COMPANY C	32	Yes	08/16/21	Forms not properly signed*, USCIS Form I-155) Expires 01.28.2030; No supporting documents
		Director of Safety	Corporate	44	Yes	08/03/17	Form is incorrect; Missing document from List C; No supporting documents
		FIELD TE - FIELD TECHNICIAN	Northeast	67	Yes	11/20/15	Duplicate forms; No supporting documents
		RF TECH - RF Technician	Mid Atlantic	43	Yes	03/16/15	USCIS (I-155) Expires 04.10.2024; No supporting documents
		Senior OSP Tech	Fiber - LEGACY COMPANY C	48	Yes	06/13/21	No supporting documents
		CREW MEM - CREW MEMBER	West	30	Yes	11/18/21	Form completed incorrectly; missing one form of ID
		PERMIT E - Permit Expediter	National	33	Yes	08/15/21	Form not properly signed by employee*
					Yes	09/21/21	Forms not properly signed*; No supporting documents
		Project Manager	Central	53	Yes	11/17/21	No supporting documents
		RF TECH - RF Technician	Mid Atlantic	31	Yes	09/04/20	No supporting documents
		Construction Manager	Central	40	Yes	01/11/16	No supporting documents
					Yes	09/22/21	Forms not properly signed*; No supporting documents
		Co-office Manager	West	32	Yes	01/21/19	
		Electrician	Northeast	32	Yes	04/07/17	
		TOWER HA - Tower Hand	Mid Atlantic	35	Yes	11/30/20	
		TOWER HA - Tower Hand	Mid Atlantic	35	Yes	08/21/21	No supporting documents
		TOWER HA - Tower Hand	Northeast	36	Yes	09/09/21	Forms not properly signed*; No supporting documents
					Yes	10/04/21	Form not properly signed*, no supporting documents
		CONT - CONTROLLER	Corporate	43	Yes	03/17/21	
					Yes	09/16/21	No supporting documents
		Project Manager	Fiber - LEGACY COMPANY C	49	Yes	11/15/20	Inconsistent dates; No supporting documents
		Construction Manager	Northeast	31	Yes	05/06/15	No supporting documents
		VP of Accounting	Corporate	55	Yes	12/02/20	Form not signed by employer

**SAMPLE COMPANY
EMPLOYMENT ELIGIBILITY VERIFICATION (I-9) AUDIT**

LAST NAME	FIRST NAME	TITLE	REGION	AGE	I-9	I-9 SIGNED	I-9 NOTES
		Executive Program Director	National	59	Yes		Forms not properly signed*; No supporting documents
		FOREMAN - FOREMAN	West	33	Yes	08/14/21	Form not properly signed*
		FOREMAN - FOREMAN	West	39	Yes	08/16/21	Form not properly signed*
		REGPRE - Regional President	Mid Atlantic	38	Yes	02/23/15	
		Project Manager	Southeast	52	Yes	09/03/14	No supporting documents
		CREW MEM - CREW MEMBER	West	36	Yes	11/16/21	work authorization expires 01.03.2022
		Finance Analyst	Corporate	27	Yes	05/29/18	No supporting documents
		Electrician	Northeast	37	Yes	11/20/17	No supporting documents
		RF TECH - RF Technician	Northeast	42	Yes	01/10/19	No supporting documents
					Yes	09/23/21	Forms not properly signed*
		Warehouse Manager	Mid Atlantic	53	Yes	11/17/21	No supporting documents
		CREW MEM - CREW MEMBER	West	51	Yes	03/25/21	Form dates are inconsistent; names on SS and DL do not match
		Project Manager	National	34	Yes	02/23/15	No supporting documents
		PERMIT E - Permit Expediter	Fiber - LEGACY COMPANY C	63	Yes	08/30/21	No supporting documents
					Yes	10/04/21	Form not properly signed*
		SUPERINT - Superintendent	West	32	Yes	07/23/21	
		CREW MEM - CREW MEMBER	West	30	Yes	11/16/21	USCIS Card 076-609-290, expires 04.15.2026
		FIELD TE - FIELD TECHNICIAN	Southeast	58	Yes	09/16/21	Form not properly signed*, no supporting documents
		Construction Manager	National	45	Yes	09/02/19	No supporting documents
		Warehouse Assistant	Northeast	24	Yes	07/11/18	No supporting documents
		OSP Tech	Fiber - LEGACY COMPANY C	21	Yes		Undated by employee; No supporting documents
		REGPRE - Regional President	West	37	Yes	09/10/13	Missing p.2, one unnecessary form of ID
		GENMGR - General Manager	Northeast	39	Yes	08/01/13	No supporting documents
		Electrician	Northeast	48	Yes		No supporting documents
		Warehouse Coordinator	Northeast	34	Yes	07/11/16	No supporting documents
		CREW MEM - CREW MEMBER	West	24	Yes	02/10/21	
		FOREMAN - FOREMAN	West	33	Yes	06/09/21	
					Yes	10/06/21	Form not properly signed*, no supporting documents
		FOREMAN - FOREMAN	West	31	Yes	08/16/21	No supporting documents
		CREW MEM - CREW MEMBER	West	22	Yes	06/09/21	
		RF TECH - RF Technician	Mid Atlantic	35	Yes	04/12/17	USCIS 207-978-414; No supporting documents
					Yes	09/15/21	Form not signed properly*, one additional unnecessary form of ID
		Safety Manager	Northeast	54	Yes	06/22/15	No supporting documents
		AC - Administrative Coordinator	Southeast	32	Yes	03/19/21	No supporting documents
		Construction Manager	West	40	Yes	11/18/21	Missing one form of ID
		CREW MEM - CREW MEMBER	West	28	Yes	06/02/20	
		Maintenance	Northeast	44	Yes	1/8/2020	Missing Page 2; INS 093-105-941
		FIELD TE - FIELD TECHNICIAN	West	24	Yes	06/09/21	
					Yes	10/14/21	Form not properly signed*, no supporting documents
					Yes	10/09/21	Form not properly signed*; No supporting documents
		Front Desk Coordinator	Corporate	24	Yes	10/26/20	
		FOREMAN - FOREMAN	West	31	Yes	11/18/21	Missing one form of ID
		PERMIT E - Permit Expediter	National	42	Yes	4/15/2021	No supporting documents
		CREW MEM - CREW MEMBER	West	23	Yes	11/17/21	Form is undated by employee
					Yes	10/21/21	Form not properly signed*
		CON STRU - Construction Manager	Mid Atlantic	48	Yes	10/05/20	No supporting documents
		REGPRE - Regional President	Northeast	41	Yes	4/5/2019	No supporting documents
		Electrical Apprentice	Northeast	35	Yes	09/13/21	Forms not properly signed*; No supporting documents
		Construction Manager	Northeast	39	Yes	04/15/19	No supporting documents
					Yes	09/09/21	Form not properly signed*
		CM - Construction Manager	Northeast	46	Yes	07/29/20	No supporting documents
		RF TECH - RF Technician	Northeast	36	Yes	05/07/18	No supporting documents
		Project Manager	Fiber - LEGACY COMPANY C	32	Yes	11/15/20	Inconsistent dates; No supporting documents
		Project Manager	Mid Atlantic	42	Yes	10/28/20	
		Project Manager	Northeast	47	Yes	07/15/19	No supporting documents
		Electrician	Northeast	40	Yes	10/25/15	No supporting documents
		President - Fiber Division	Fiber - LEGACY COMPANY C	49	Yes		Undated by employee; No supporting documents
					Yes	09/23/21	Form not properly signed*
					Yes	10/27/21	Form not properly signed*; No supporting documents
		Administrative Support	Corporate	68	Yes	03/23/15	
		COO - Chief Operating Officer	Corporate	41	Yes	03/23/15	
		CREW MEM - CREW MEMBER	West	22	Yes	11/18/21	Form not properly signed by ee; no supporting documents
		CREW MEM - CREW MEMBER	West	24	Yes	04/12/21	
		Construction Manager	Northeast	42	Yes	10/02/14	No supporting documents
					Yes	10/18/21	
		RF TECH - RF Technician	Northeast	32	Yes	10/27/17	No supporting documents

SAMPLE COMPANY EMPLOYMENT ELIGIBILITY VERIFICATION (I-9) AUDIT							
LAST NAME	FIRST NAME	TITLE	REGION	AGE	I-9	I-9 SIGNED	I-9 NOTES
		FIELD TE - FIELD TECHNICIAN	Mid Atlantic	54	Yes	03/22/18	USCIS A44635028, No Expiry; No supporting documents
					Yes	09/21/21	Form not properly signed*
		Fleet Maintenance	West	60	Yes	07/29/21	
		RF TECH - RF Technician	Mid Atlantic	35	Yes	02/22/21	
		Operations Coordinator	West	35	Yes	11/18/21	Missing 1 supporting document
					Yes	11/03/17	
		Associate Project Manager	National	34	Yes	12/2/2013	Form incorrect - one unnecessary form of ID; No supporting documents
		Electrician	Mid Atlantic	37	Yes	08/20/18	No supporting documents
					Yes	09/15/21	Forms not properly signed*
		TOWERTEC - TOWER TECHNICIAN I	Southeast	18	Yes	07/19/21	
		FIELD TE - FIELD TECHNICIAN	Southeast	43	Yes	11/18/21	Form not properly signed*, no supporting documents
		Project Manager	Northeast	60	Yes	01/11/18	No supporting documents
		General Manager	Southeast	34	Yes	10/12/20	Form is incorrect; additional unnecessary forms of ID
		HR DIREC - Director of Human Resources	Corporate	51	Yes	06/21/21	
					Yes	10/18/21	Form not properly signed*
		Construction Manager	West	42	Yes	11/3/2020	
		Director of Operations	Corporate	45	Yes	07/28/20	No supporting documents
					Yes	10/25/21	Form not properly signed*, No supporting documents
		CREW MEM - CREW MEMBER	West	43	Yes	06/14/21	
		HRM001 - Human Resources Manager	Corporate	30	Yes	11/09/20	
		FOREMAN - FOREMAN	West	26	Yes	11/18/21	No supporting documents
		Warehouse Floor Supervisor	Northeast	31	Yes	08/12/19	No supporting documents
					Yes	09/15/21	Perm Resident: 092246684, Expires 07.28.31; no supporting documents
		REGPRE - Regional President	Central	44	Yes	05/19/21	No supporting documents
		TECH 3 - TECHNICIAN 3	West	56	Yes	10/14/20	
		CON STRU - Construction Manager	Southeast	35	Yes	06/07/21	
		Project Manager	Northeast	36	Yes	12/04/17	No supporting documents
		CEO - CEO	Corporate	59	Yes	02/01/21	
		FOREMAN - FOREMAN	West	28	Yes	11/19/21	USCIS #204-361-814; no supporting documents
		FOREMAN - FOREMAN	West	47	Yes	09/10/21	Form not properly signed*
		FOREMAN - FOREMAN	West	46	Yes	11/18/21	Form is incorrect - missing page two; missing one form of ID from List C
					Yes	10/19/21	
		RF TECH - RF Technician	Northeast	48	Yes	04/04/17	No supporting documents
		ELEGACY COMPANY B - Electrician	Northeast	28	Yes	09/02/20	Form incorrectly dated by employee
		N&L / RF	Northeast	34	Yes	06/02/18	No supporting documents
		CREW MEM - CREW MEMBER	West	27	Yes	06/09/21	
		FIELD TE - FIELD TECHNICIAN	West	45	Yes	08/23/21	Missing one form of ID
		HVAC - HVAC Technician	Northeast	43	Yes	04/27/18	No supporting documents
		FOREMAN - FOREMAN	West	31	Yes	08/24/21	Form not properly signed*
		WAREHOUS - Warehouse Assistant	Northeast	23	Yes	04/28/21	
					Yes	09/28/21	No supporting documents
		Construction Manager	Northeast	28	Yes	09/11/18	USCIS 203.234.445 (perm res): No supporting documents
		HRDEN - HR Generalist	Corporate	40	Yes	06/25/21	Form not properly signed*, no supporting documents
		CM - Construction Manager	Northeast	44	Yes	02/16/21	
		VP	Fiber - LEGACY COMPANY C	49	Yes		Undated by employee; No supporting documents
					Yes	09/24/21	
		CREW MEM - CREW MEMBER	West	23	Yes	05/10/21	
		Senior Accountant	Corporate	28	Yes	11/22/21	
		FIELD TE - FIELD TECHNICIAN	Southeast	24	Yes	6/22/2021	
		WAREHOUS - Warehouse Assistant	Northeast	45	Yes	02/24/21	USCIS 043-497-549, Expiration 09.08.22; Additional unnecessary forms of ID
		Chairman of the Board	Corporate	53	Yes	11/17/21	No supporting documents
		OSP Tech	Fiber - LEGACY COMPANY C	27	Yes		Undated by employee; No supporting documents
					Yes	10/28/21	Form not properly signed*
		Safety Manager	Mid Atlantic	49	Yes	08/07/19	
					Yes	11/12/21	Incorrect documentation for List C
		Project Coordinator	West	29	Yes	08/13/20	
		Electrician	Northeast	34	Yes	09/12/19	No supporting documents
		PRO COOR - Project Coordinator	Central	59	Yes	03/29/21	Form undated by employee; No supporting documents
		FOREMAN - FOREMAN	West	46	Yes	08/02/21	
		Accounting Manager	Corporate	45	Yes	02/02/15	Form is incorrect; No supporting documents
		Project Manager	West	33	Yes	11/18/21	Missing one form of ID List C
					Yes	10/08/21	
		General Manager	West	55	Yes	12/09/20	Additional unnecessary documentation provided
		Project Manager	Northeast	32	Yes	02/23/15	No supporting documents
		Construction Manager	Northeast	33	Yes	05/26/16	No supporting documents
		Field Manager	Northeast	33	Yes	10/03/18	

SAMPLE COMPANY EMPLOYMENT ELIGIBILITY VERIFICATION (I-9) AUDIT							
LAST NAME	FIRST NAME	TITLE	REGION	AGE	I-9	I-9 SIGNED	I-9 NOTES
		Project Manager	Mid Atlantic	29	Yes	08/10/21	Forms not properly signed*; No supporting documents
		FOREMAN - FOREMAN	West	35	Yes	06/09/21	SS Card and DL signatures do no match
		Project Manager	Fiber - LEGACY COMPANY C	52	Yes		Undated by employee; No supporting documents
		TOWERTEC - TOWER TECHNICIAN I	Southeast	22	Yes	01/06/20	No supporting documents
		FOREMAN - FOREMAN	Southeast	43	Yes	01/06/21	No supporting documents
		RF TECH - RF Technician	Mid Atlantic	40	Yes	08/16/21	Form not properly signed*, no supporting documents
		RF TECH - RF Technician	Northeast	34	Yes	10/16/17	No supporting documents
					Yes	10/13/21	Form not properly signed*; No supporting documents
		RF TECH - RF Technician	Northeast	24	Yes	10/19/17	No supporting documents
		SAFE MAN - SAFETY MANAGER	West	43	Yes	11/18/21	No supporting documents
		Construction Manager	Northeast	45	Yes	03/27/19	No supporting documents
		RF TECH - RF Technician	Northeast	44	Yes	06/17/15	No supporting documents
		Data Control Specialist	Corporate	39	Yes	8/22/2019	No supporting documents
					Yes	09/20/21	Form not properly signed*; No supporting documents
		FIELD TE - FIELD TECHNICIAN	Northeast	49	Yes	08/01/13	No supporting documents
		Electrical Assistant	Mid Atlantic	32	Yes	06/03/19	No supporting documents
		DATA ENT - Data Entry Clerk	West	34	Yes	08/13/21	Inconsistent dates of form.
		Administrative Coordinator	Corporate	30	Yes	01/25/21	Additional, unnecessary documentation
		CREW MEM - CREW MEMBER	West	19	Yes	09/13/21	Missing one form of ID
		CREW MEM - CREW MEMBER	West	22	Yes	11/18/21	No supporting documents
		RF Trouble Shooter	Northeast	38	Yes	04/30/18	No supporting documents
		Construction Manager	Northeast	38	Yes	02/23/15	No supporting documents
					Yes	09/20/21	Form not properly signed*, no supporting documents
		Special Projects manager	National	59	Yes	08/04/14	No supporting documents
		CM - Construction Manager	Northeast	38	Yes	04/16/19	No supporting documents
		Office Manager	Fiber - LEGACY COMPANY C	44	Yes		Undated by employee; No supporting documents
		Project Manager	Southeast	52	Yes	09/13/21	Form not properly signed*, no supporting documents
		RF TECH - RF Technician	Northeast	34	Yes	10/27/17	USCIS #063-662-826; No supporting documents
		CREW MEM - CREW MEMBER	West	25	Yes	11/18/21	No supporting documents
		CREW MEM - CREW MEMBER	West	26	Yes	03/18/21	No supporting documents
		CON STRU - Construction Manager	Northeast	40	Yes	05/03/19	No supporting documents
					Yes	09/21/21	Forms not properly signed*
					Yes	09/28/21	Forms not properly signed*; No supporting documents
		Tower Lead	West	28	Yes	09/01/21	
		ACCTS RE - Accounts Receivable Specialist	Corporate	56	Yes	12/07/20	
		TOWER HA - Tower Hand	West	30	Yes	08/16/21	
		FOREMAN - FOREMAN	West	28	Yes	04/05/21	
		CREW MEM - CREW MEMBER	West	44	Yes	04/12/21	
		FOREMAN - FOREMAN	West	25	Yes	04/05/21	
		CON STRU - Construction Manager	Southeast	48	Yes	08/09/21	Form not properly signed*; No supporting documents
		CREW MEM - CREW MEMBER	West	50	Yes	11/16/21	
		CON STRU - Construction Manager	Northeast	34	Yes	09/07/13	No supporting documents
		RF TECH - RF Technician	Northeast	43	Yes	11/10/15	No supporting documents
		RF TECH - RF Technician	Mid Atlantic	35	Yes	05/17/19	No supporting documents
		RF TECH - RF Technician	Northeast	28	Yes	11/20/17	No supporting documents
					Yes	10/22/21	No supporting documents
		Senior OSP Tech	Fiber - LEGACY COMPANY C	33	Yes	06/21/21	No supporting documents
		RF TECH - RF Technician	Northeast	40	Yes	09/18/17	USCIS MSC1080038693, Expired 01.28.2020; No supporting documents
		Electrician	Northeast	30	Yes	04/18/19	No supporting documents
		Executive Account Manager	Northeast	42	Yes	04/10/17	
		RF TECH - RF Technician	Mid Atlantic	48	Yes	11/17/21	Form incorrectly dated by employees; No supporting documents
					Yes	10/12/21	Forms not properly signed*; No supporting documents
					Yes	09/18/21	Form not properly signed*
		Executive Director	Corporate	41	Yes	11/30/15	No supporting Documents
		OSP Tech	Fiber - LEGACY COMPANY C	30	Yes		Undated by employee; No supporting documents
					Yes	09/27/21	Form missing information
		RF TECH - RF Technician	Northeast	53	Yes	04/26/21	Undated by employee; No supporting documents
		CFO	Corporate	50	Yes	01/18/21	No supporting documents
		Office Manager	Corporate	66	Yes		Form is incomplete (undated); No supporting documents
		A and L / RF Tech	Northeast	38	Yes	07/09/18	No supporting documents
					Yes	10/22/21	Form not properly signed*; No supporting documents
		OSP Tech	Fiber - LEGACY COMPANY C	25	Yes	06/14/21	No supporting documents
		TOWERTEC - TOWER TECHNICIAN I	Southeast	37	Yes	4/17/2021	No supporting documents
		CREW MEM - CREW MEMBER	West	22	Yes	02/05/21	

**SAMPLE COMPANY
EMPLOYMENT ELIGIBILITY VERIFICATION (I-9) AUDIT**

LAST NAME	FIRST NAME	TITLE	REGION	AGE	I-9	I-9 SIGNED	I-9 NOTES
		HR COOR - HR Coordinator	Corporate	27	Yes	11/16/21	No supporting documents
		REGPRE - Regional President	Southeast	39	Yes	06/19/14	No supporting documents
		FOREMAN - FOREMAN	Southeast	41	Yes	10/16/20	
		WARE MAN - WAREHOUSE MANAGER	Southeast	51	Yes	08/07/13	
		Driver / Shop Tech	Fiber - LEGACY COMPANY C	68	Yes		Undated by employee; No supporting documents
		CM - Construction Manager	Southeast	41	Yes	08/13/19	Missing supporting document (SS card)
					Yes	09/28/21	No supporting documents
		Project Coordinator	Mid Atlantic	33	Yes	08/19/19	
		Project Manager	West	43	Yes	08/23/21	No supporting documents; form not properly signed*
		PRO COOR - Project Coordinator	Northeast	27	Yes	10/05/20	
		AR LEAD - AERIAL LEAD	West	23	Yes	07/28/20	Form not signed or dated by employee; missing one form of ID
					Yes	10/05/21	Form not properly signed*, no supporting documents
		Director of Operations	West	36	Yes	11/18/21	No supporting documents
		FOREMAN - FOREMAN	West	41	Yes	11/18/21	Form not properly signed*, no supporting documents
		CREW MEM - CREW MEMBER	West	64	Yes	11/18/21	USCIS 092.361.598, Expires 08.11.2030. No supporting documents
		FIELD TE - FIELD TECHNICIAN	Northeast	51	Yes	08/01/13	No supporting documents
		HVAC - HVAC Technician	Northeast	30	Yes	07/24/20	
		RF TECH - RF Technician	Northeast	39	No		
		Construction Manager	West	48	No		
		FIELD TE - FIELD TECHNICIAN	Southeast	40	No		
		FOREMAN - FOREMAN	West	35	No		
		FOREMAN - FOREMAN	West	28	No		
		PM - Project Manager	West	51	No		
		Warehouse Assistant	Northeast	63	No		
		ELEGACY COMPANY BT - Electrician	Mid Atlantic	39	No		
		Senior OSP Tech	Fiber - LEGACY COMPANY C	32	No		
		CREW MEM - CREW MEMBER	West	21	No		
		Electrician	Northeast	39	No		
		Field Tech II	West	35	No		
		CREW MEM - CREW MEMBER	West	26	No		
		CREW MEM - CREW MEMBER	West	27	No		
		DATA ENT - Data Entry Clerk	West	26	No		

*Cannot determine if these forms contained verified/valid electronic signatures.

	Labor Relations/Union Avoidance	8 weeks	Robert, Michelle Miller, Labor Counsel	Determine whether/if the organization should actively conduct union avoidance activities. If Yes: To the extent the organization wishes to remain union-free we recommend working with a qualified labor and employment attorney to institute training and regular union avoidance practices.																		
	People Capabilities and Development	52 weeks	Robert, Leadership, Michelle Miller, Sample PE Capital, 29Bison	People are the center of value creation, service delivery and brand reputation for TeleCo Inc.. Career opportunity is a hallmark of TeleCo Inc.'s employment brand and is a significant contributor to high levels of employee engagement and attractiveness in the marketplace.																		
Human Resources: Talent and Culture Center of Excellence	Talent Acquisition	16 weeks	Michelle Miller, HR Coordinators, Hiring Managers, RPs, 29Bison	Develop a roadmap for full-cycle staffing and recruitment (organization design, process mapping to clarify centralized vs. decentralized roles and responsibilities; TA role/job contents, responsibilities and accountabilities; job competencies and first 12-18 month strategic plan; begin candidate search).																		
	TeleCo Inc. Way/Employee Onboarding A comprehensive on-boarding program targeted at individual job groups including electronic document completing and e-signatures; on-line/asynchronous learning; face-to-face and/or team instruction, cultural introduction and one-on-ones with supervisors and team members.	12 weeks	Michelle Miller, Finance, Safety, Operations, 29Bison	Develop a roadmap (content plan, design support, delivery mechanisms, learning objectives, etc.) for comprehensive new hire onboarding .																		
		4 weeks	Michelle Miller, HR Coordinators, Paycor Implementation Team	Implementation and training of eVerify . Integration with Paycor ATS/employee onboarding capability.																		
		52 weeks	Michelle Miller, HR team, Robert and Leadership team, 29Bison	Build and deploy an internal cultural assimilation program which presents the origin stories of the organization, clearly articulates the TeleCo Inc. vision, mission, values, expected behaviors and ways of being in the organization. Existing and newly onboarded employees (via townhall meetings, new hire orientation and post-acquisition/Day 1 activities) would participate (could include elements deployable as online learning through LMS technology). Evaluate other avenues to articulate and reinforce the TeleCo Inc. way - policies and procedures, total rewards, sales training, account management, talent management/promotions, career development and promotions, etc.)																		
	Performance Management & Salary Planning/Bonuses	26 weeks	Robert, Michelle Miller, Finance, Hiring/People Managers, all employees (29Bison can assist)	Continue efforts toward annual performance management and salary planning processes being rolled-out January - July 2022.																		
	Succession Planning	16 weeks	Robert, Michelle Miller, HR Coordinators, Hiring Managers, RPs, 29Bison	Design, train leaders and conduct semi-annual talent calibration meetings (relying on 9-block or other methodology), document outputs in Paycor, align with employee development and alignment processes.																		
Workforce Optimization/Workforce Analytics Workforce optimization; measures of diversity, equity, inclusion; people analytics required for decision-making (labor deployment, headcount reporting, employee engagement, etc.) and upcoming reporting requirements (EEO-1 and Vets100) require technical analytics and capabilities.	TBD	Robert, Michelle Miller, Finance, Operations, Paycor, 29Bison	At least one dedicated workforce analytics team member to assist with developing and reporting on HC KPIs, produce analyses and statutory reporting, partner with HR and operations on effectiveness of people-related strategies - recruitment, onboarding, attrition/retention, employee engagement, etc. (Optimizing in-house vs. subcontractor talent lives in Operations vs. HR).																			