Recruitment Solutions Initiative (RSI)
Standard Operating Procedures Guide

RECRUITMENT SOLUTIONS INITIATIVE (RSI)

WHAT IS R.S.I.?

➢ The Recruitment Solutions Initiative (RSI) is a standardized model for specialized and targeted recruitment assistance for businesses who have contacted the Governor's office, EOLWD, State Workforce Board, Regional Workforce Boards, MassHire Department of Career Services/Rapid Response Team, or other state partners with a request for assistance with candidate recruitment and hiring.

➢ When implemented RSI will focus our MassHire Career Centers (MCC) talent sourcing, skills assessment, job skills matching, and vetting skills to consistently source and refer qualified job seekers to local and regional businesses.

➢ The goal of the Recruitment Solutions Initiative (RSI) is to increase the volume of qualified job seekers referred, interviewed and hired by Massachusetts businesses.

➢ The RSI follows the existing process outlined by MDCS for vetting and referring qualified MassHire Career Center job candidates to specified business customers for employment consideration.

WHY IS RSI NECESSARY?

➢ There is no codified model which guides business services staff on how to address high-level recruitment requests.

➢ Recruitment referrals from EOLWD or the Governor's office often require cross-regional collaboration and careful coordination across the business services team(s) in the state. The complexities involved require a specific and clearly defined structure.

➢ It is critical that these highly visible recruitments reflect MassHire's ability to identify and match talent with business job openings.

➢ This is an opportunity to market MassHire and respond with promptness and precision, exhibiting an ability to be proactive in our local and regional recruitment strategies.

➢ RSI aligns with the MassHire Mission to sustain powerful connections between businesses, MassHire Career Centers and our jobseekers.

➢ RSI aligns with the MassHire priorities, working to advance business services strategies in part by supporting a fluid, responsive business services network, including recruitment.

DEPARTMENT OF
CAREER SERVICES

ACRONYMS & DEFINITIONS

ACRONYMS

BRT	**Business Referral Team**
LBSR	**Lead Business Service Representative**
LBT	**Local Business Team**
Ops / CCD	**Operations Managers / Career Center Director**
RC	**Regional Coordinator**
RSIC	**Recruitment Solutions Initiative Coordination Team**
SLA	**Service Level Agreement**

DEFINITIONS

BUSINESS REFERRAL TEAM (BRT)

MassHire Department of Career Services/Executive Office of Labor and Workforce Development senior management team is responsible for providing RSI structure, compliance and leadership support to MassHire Career Center management and field staff.

LEAD BUSINESS SERVICE REPRESENTATIVE (LBSR)

Selected business service representative(s) who will be the single point of contact (SPOC) between the MCC and business customer. Excluding extenuating circumstances which may be defined by the MassHire Career Center (MCC) Director or RC. The LBSR may serve as the project lead for local, regional, or state projects.

LOCAL BUSINESS TEAM (LBT)

MCC local business team (LBT) is the internal MCC recruiting engine, collaborating with the LBSR and RC while vetting appropriate referrals utilizing job skills assessment(s) and interview referral processes.
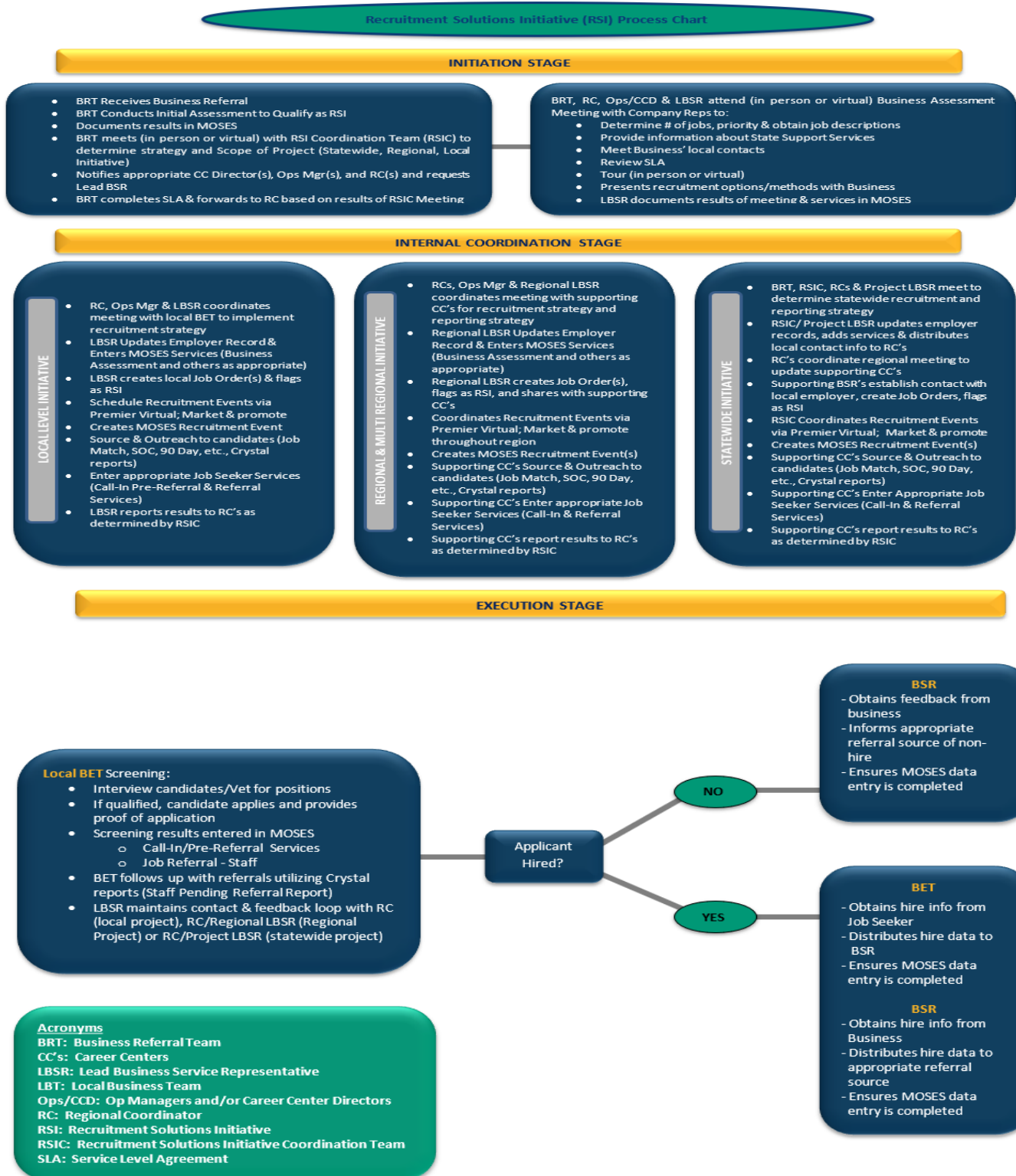
REGIONAL COORDINATOR (RC)

Selected MassHire Career Center managers accountable for compliance oversight, quality assurance and management leadership of RSI team(s) and standard operating procedures.

RECRUITMENT SOPLUTIONS INITIATIVE COORDINATION TEAM (RSIC)

The executive level team responsible for implementing the BRT's plan of action and execution for an RSI project.

RECRUITMENT SOLUTIONS INITIATIVE (RSI) FLOW CHART

See Attachment A for full size diagram

Recruitment Solutions Initiative (RSI) Process Chart

INITIATION STAGE

- BRT Receives Business Referral
- BRT Conducts Initial Assessment to Qualify as RSI
- Documents results in MOSES
- BRT meets (in person or virtual) with RSI Coordination Team (RSIC) to determine strategy and Scope of Project (Statewide, Regional, Local Initiative)
- Notifies appropriate CC Director(s), Ops Mgr(s), and RC(s) and requests Lead BSR
- BRT completes SLA & forwards to RC based on results of RSIC Meeting

- BRT, RC, Ops/CCD & LBSR attend (in person or virtual) Business Assessment Meeting with Company Reps to:
  - Determine # of jobs, priority & obtain job descriptions
  - Provide information about State Support Services
  - Meet Business' local contacts
  - Review SLA
  - Tour (in person or virtual)
  - Presents recruitment options/methods with Business
  - LBSR documents results of meeting & services in MOSES

INTERNAL COORDINATION STAGE

LOCAL LEVEL INITIATIVE
- RC, Ops Mgr & LBSR coordinates meeting with local BET to implement recruitment strategy
- LBSR Updates Employer Record & Enters MOSES Services (Business Assessment and others as appropriate)
- LBSR creates local Job Order(s) & flags as RSI
- Schedule Recruitment Events via Premier Virtual; Market & promote
- Creates MOSES Recruitment Event
- Source & Outreach to candidates (Job Match, SOC, 90 Day, etc., Crystal reports)
- Enter appropriate Job Seeker Services (Call-In Pre-Referral & Referral Services)
- LBSR reports results to RC's as determined by RSIC

REGIONAL & MULTI REGIONAL INITIATIVE
- RCs, Ops Mgr & Regional LBSR coordinates meeting with supporting CC's for recruitment strategy and reporting strategy
- Regional LBSR Updates Employer Record & Enters MOSES Services (Business Assessment and others as appropriate)
- Regional LBSR creates Job Order(s), flags as RSI, and shares with supporting CC's
- Coordinates Recruitment Events via Premier Virtual; Market & promote throughout region
- Creates MOSES Recruitment Event(s)
- Supporting CC's Source & Outreach to candidates (Job Match, SOC, 90 Day, etc., Crystal reports)
- Supporting CC's Enter appropriate Job Seeker Services (Call-In & Referral Services)
- Supporting CC's report results to RC's as determined by RSIC

STATEWIDE INITIATIVE
- BRT, RSIC, RCs & Project LBSR meet to determine statewide recruitment and reporting strategy
- RSIC/ Project LBSR updates employer records, adds services & distributes local contact info to RC's
- RC's coordinate regional meeting to update supporting CC's
- Supporting BSR's establish contact with local employer, create Job Orders, flags as RSI
- RSIC Coordinates Recruitment Events via Premier Virtual; Market & promote
- Creates MOSES Recruitment Event(s)
- Supporting CC's Source & Outreach to candidates (Job Match, SOC, 90 Day, etc., Crystal reports)
- Supporting CC's Enter Appropriate Job Seeker Services (Call-In & Referral Services)
- Supporting CC's report results to RC's as determined by RSIC

EXECUTION STAGE

Local BET Screening:
- Interview candidates/Vet for positions
- If qualified, candidate applies and provides proof of application
- Screening results entered in MOSES
  - Call-In/Pre-Referral Services
  - Job Referral - Staff
- BET follows up with referrals utilizing Crystal reports (Staff Pending Referral Report)
- LBSR maintains contact & feedback loop with RC (local project), RC/Regional LBSR (Regional Project) or RC/Project LBSR (statewide project)

Applicant Hired?

NO

BSR
- Obtains feedback from business
- Informs appropriate referral source of non-hire
- Ensures MOSES data entry is completed

YES

BET
- Obtains hire info from Job Seeker
- Distributes hire data to BSR
- Ensures MOSES data entry is completed

BSR
- Obtains hire info from Business
- Distributes hire data to appropriate referral source
- Ensures MOSES data entry is completed

Acronyms
BRT: Business Referral Team
CC's: Career Centers
LBSR: Lead Business Service Representative
LBT: Local Business Team
Ops/CCD: Op Managers and/or Career Center Directors
RC: Regional Coordinator
RSI: Recruitment Solutions Initiative
RSIC: Recruitment Solutions Initiative Coordination Team
SLA: Service Level Agreement

DEPARTMENT OF CAREER SERVICES

PROCESS FLOW - INITIATION STAGE

- The BRT will qualify business leads received from following sources:
  - Governor's Office
  - Executive office of Labor and Workforce Development
  - MassHire State Workforce Boards (MSWB)
  - MassHire Department of Career Services
  - Rapid Response
  - Partner Agencies

- The BRT will reach out to the business, introduce their role, establish rapport, qualify, and confirm the level of staffing support required.

- Should the business have job openings that meet the qualifications below, the BRT will designate the project as RSI:

  - Critical and need immediate placement attention
  - Multiple regions across Massachusetts

- The BRT will schedule a conference call with the RSIC to determine the scope of the project (local, regional, statewide), how it will best be supported through MDCS/MassHire Career Centers, notify appropriate personnel (Career Center Director/Ops Manager, RC and to request the Lead BSR). The BRT will complete the contact data on the Service Level Agreement (SLA) and send to the RC. (See ATTACHMENT B for SLA).

- The BRT, RC, Ops/CCD & LBSR attend a meeting with the company representatives to

  - Determine the number of jobs and priority
  - Obtain job descriptions
  - Meet the local contacts
  - Present options / methods for recruitment
  - Provide information about State services
  - Review the SLA
  - Note: LBSR will document all results of the meeting and add services as appropriate on the MOSES Employer Record.

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PROCESS FLOW – INTERNAL COORDINATION STAGE
LOCAL LEVEL INITIATIVE

➤ The RC will coordinate a meeting with the local CC Ops Manager and BET to determine and implement the recruitment strategy

➤ The LBSR will:

- Contact the employer and discuss candidate requirements and local recruiting options
- Update the MOSES Employer Record & enter services (Business Assessment and others as appropriate)
- Create local job order(s) and flag as RSI
- Schedule recruitment events (Premier Virtual); market & promote
- Create MOSES recruitment events – see naming convention below
  - Job Fair: JOB FAIR - <EVENT NAME>
  - Recruitments: RECRUITMENT – <EVENT or COMPANY NAME>
  - Information Sessions: INFO SESSION - <EVENT or COMPANY NAME>
  - As a reminder, all of these events require that an employer(s) is in attendance and is an actively presenting.
  - Use of these event names will allow the event to appear on the Employer Event Crystal Event Report submitted weekly to EOLWD

➤ The local BET will:

- Source and outreach to candidates (MOSES Job Match, Crystal Reports)
- Enter appropriate Job Seeker Services & Notes (Call-In/Pre-Referral & Job Referral services)

➤ LBSR / local Ops Manager will report all results to RC as determined by RSIC

MASSHIRE

DEPARTMENT OF
CAREER SERVICES

PROCESS FLOW – INTERNAL COORDINATION STAGE
REGIONAL / MULTI-REGION INITIATIVE

➢ The RC will coordinate a meeting with the lead career center Ops Manager and BSR to determine and implement the recruitment and reporting strategy

➢ The Regional LBSR will:

- Contact the employer and discuss candidate requirements and recruiting options
- Update the MOSES Employer Record & enter services (Business Assessment and others as appropriate)
- Create the regional job order(s), flag as RSI, and share job order(s) with supporting CC's
- Coordinates recruitment events (Premier Virtual); market & promote throughout the region
    - Recruitment events may be scheduled as a regional event or individual events by the CC's working on the project
- Create MOSES recruitment event(s) if a regional event is conducted

➢ The Supporting CC's will:

- Create MOSES recruitment event(s) if individual events will be conducted by supporting CC's
- Source and outreach to candidates (MOSES Job Match, Crystal Reports)
- Enter appropriate Job Seeker Services & Notes (Call-In/Pre-Referral & Job Referral services)
- Report results of recruiting efforts to RC and Regional LBSR as determined by the RSIC

DEPARTMENT OF
CAREER SERVICES

PROCESS FLOW – INTERNAL COORDINATION STAGE

STATEWIDE INITIATIVE

➢ The BRT will coordinate a meeting with the RSIC, RC's, and Project Lead BSR to determine and implement the recruitment and reporting strategy

➢ The Project LBSR will:

- Update the MOSES Employer Record(s), enter services, and distribute local employer contact information to RCs through the RSIC
- Create a statewide Recruitment Event if the strategy dictates

➢ The RC's will coordinate regional meetings to inform and update the supporting CC's of the project and requirements

➢ Supporting CC's:

- Local BSRs establish contact with the local employer, create job orders and flag as RSI
- Create local Recruitment Event if the strategy dictates
- Source and outreach to candidates (MOSES Job Match, Crystal Reports)
- Enter appropriate Job Seeker Services & Notes (Call-In/Pre-Referral & Job Referral services)
- Report results of recruiting efforts to RC and Project BSR as determined by the RSIC

PROCESS FLOW – EXECUTION STAGE

➢ Local BET's will conduct the interviewing and vetting of career center candidates to ensure they are appropriate matches for the employer position and have the necessary skills, experience, and/or certifications sought by the employer. Per MDCS, this includes a conversation with the candidate and a resume review at a minimum to determine suitability.

➢ If the candidate is appropriate, then the BET will provide the method of application to the candidate. This will be by whatever method the employer has determined they want to receive candidates, including, but not limited to:

- Online application on employer website
- E-mailing the resume to the employer
- Calling the employer for an interview
- Walk-in application

➢ The vetting results will be recorded in MOSES using the following services:

- Call-In/Pre-Referral Contact – Vetted / Pending Application Confirmation
- Job Referral Staff – Pending Application Confirmed

➢ The BET will use the Job Order Status Report and/or Job Referral Status Report (Crystal Reports) to follow up with referrals and determine status / outcomes.

➢ Hires:

- The BET may obtain the hire information from the candidate or the BSR may obtain the information from the business.
- The MOSES Referral will be updated to reflect the hire information
- Results will be reported to LBSR / RC

➢ Non-Hires:

- The BSR will attempt to obtain feedback from the employer on the reasons the candidate was not successful for future vetting refinement
- The BSR will inform the appropriate referral source to update the candidate's MOSES record

VETTING PROCESS

Mass Workforce Issuance 100 DCS 02.111 (MOSES Version 35.8 Release); Issued 09/06/2016, added Demand 2.0 vetting services which will be used when making referrals to any open Job Orders in MOSES
https://www.mass.gov/doc/moses-version-358-released-on-september-21-2016

➢ The LBSR and/or LBT, with RC oversight, will execute a thorough vetting process from beginning to end.

➢ The LBSR and/or LBT will lead talent sourcing, utilizing all recruitment sourcing tools and methodology at their disposal.

➢ To better prepare the job seeker for interviews, the LBSR and/or LBT member may set up mock interviews, job skills and soft skills assessments (i.e. MassCIS, WorkKeys, TORQ), career center workshops, etc.

➢ The LBSR and/or LBT members must ensure their job seekers are prepared for interviews. This should include:
  - Thorough knowledge of job description
  - Familiarity with company culture
  - Awareness of top critical skills required for job (deal breakers)
  - Compensation range (both minimum and maximum)

➢ Upon successful completion of interview and job skills assessment, the LBT will instruct job seeker on how to apply for position per the business' process (online application, email, etc.) At this point, the LBT will enter the ***Call-In Pre-Referral Contact / Vetted Pending Application Confirmation*** service in MOSES

➢ If the job seeker successfully applies to the position, the LBT will enter the ***Job Referral – Staff / Pending, Application Confirmed*** service in MOSES

➢ If the job seeker fails to apply, the LBT will update the Call-In Service status to "**Failed To Respond".**

➢ LBSR and/or LBT may create an internal applicant tracking list and forward applicant tracking list to RSI business customer, as appropriate (ensure Personal Identifying Information (PII) rules are adhered to).

➢ LBSR will communicate with business contact that a qualified job seeker has been forwarded to their attention for review.

DEPARTMENT OF
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POST APPLICATION PROCESS

REGIONAL COORDINATOR (RC):

➢ The RC will ensure that all pertinent RSI data has been entered into MOSES by LBSR and LBT members.

LEAD BUSINESS SERVICES REPRESENTATIVE (LBSR):

➢ The LBSR will continue to be responsible for maintaining communication with the business in the post application process as the single point of contact (SPOC).

➢ If a job seeker is hired:
   o The LBSR will immediately follow up with business contact and obtain hiring information including Date of Hire, Job Title and Hourly Rate / Salary information.
   o The LBSR and/or LBT will ensure that MOSES data entry is completed by   changing pending referral status to "Hired", adding details to the Employment Services Detail screen, and enter appropriate MOSES notes.

➢ If the job seeker is not hired:
   o The LBSR will inform the LBT that the job seeker has not been selected.
   o The LBSR will seek out constructive feedback from the RSI business customer and communicate information to LBT and job seeker.
   o The LBSR and/or LBT will instruct job seeker to return to the MCC and continue job search with LBT.
   o The LBSR and/or LBT will ensure that MOSES data entry is completed. By changing pending referral status to "Not Hired" and entering appropriate MOSES notes.

LOCAL BUSINESS TEAM (LBT):

➢ The LBT will continue to communicate with the job seeker/applicant, and offer continued services to, including follow-up services, as needed.

RSI REPORTS

Quality assurance monitoring of MOSES data input focuses on accuracy and timeliness of data that must be conducted at all levels (RCs, LBSRs and LBTs).

At a minimum, the following 3 RSI reports will be utilized to manage recruitment efforts:

➢ **JOB SEEKER WORK HISTORY OCCUPATION REPORT**

- This report will capture job seekers based on their work history occupation codes, distance residing from the selected city or town, and the most recent service date selected by the report user. It allows the report user to select one or more two digit occupation sector code as the overriding occupation criteria, and to also select a city or town (e.g. job location) to use as a center point for a radius in miles from where the job seeker resides.

➢ **JOB ORDER STATUS REPORT**

- This report is run in one of four (4) modes; Call-In / Pre-Referral Contact, Job Order/Job Development Referral, Hires, or as a Combined report that captures both referrals (job development and staff) and call in/pre-referrals.

- The *Referrals Since* parameter allows the user to select a date to begin reporting. It is grouped by the staff person posting the job order and displays the status of each referral made to that job order.

RSI REPORTS (Continued)

➢ **JOB REFERRAL STATUS REPORT**

- This report is run in one of four (4) modes; Call-In / Pre-Referral Contact, Job Order / Job Development Referral, Hires, or as a Combined report that captures both referrals (job development and staff) and call in/pre-referrals.

- The *Referrals Since* parameter allows the user to select a date to begin reporting. It is grouped by the staff person making the referral and displays the status of each referral made by that staff person.

➢ **These 3 RSI Crystal Reports can be found at:**

https://www.mass.gov/service-details/recruitment-solutions-initiative

DEPARTMENT OF
CAREER SERVICES

ATTACHMENT A: RSI FLOW DIAGRAM

Recruitment Solutions Initiative (RSI) Process Chart

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- Notifies appropriate CC Director(s), Ops Mgr(s), and RC(s) and requests Lead BSR
- BRT completes SLA & forwards to RC based on results of RSIC Meeting

BRT, RC, Ops/CCD & LBSR attend (in person or virtual) Business Assessment Meeting with Company Reps to:
- Determine # of jobs, priority & obtain job descriptions
- Provide information about State Support Services
- Meet Business' local contacts
- Review SLA
- Tour (in person or virtual)
- Presents recruitment options/methods with Business
- LBSR documents results of meeting & services in MOSES

INTERNAL COORDINATION STAGE

LOCAL LEVEL INITIATIVE
- RC, Ops Mgr & LBSR coordinates meeting with local BET to implement recruitment strategy
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- LBSR creates local Job Order(s) & flags as RSI
- Schedule Recruitment Events via Premier Virtual; Market & promote
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- Source & Outreach to candidates (Job Match, SOC, 90 Day, etc., Crystal reports)
- Enter appropriate Job Seeker Services (Call-In Pre-Referral & Referral Services)
- LBSR reports results to RC's as determined by RSIC

REGIONAL & MULTI REGIONAL INITIATIVE
- RCs, Ops Mgr & Regional LBSR coordinates meeting with supporting CC's for recruitment strategy and reporting strategy
- Regional LBSR Updates Employer Record & Enters MOSES Services (Business Assessment and others as appropriate)
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- BRT, RSIC, RCs & Project LBSR meet to determine statewide recruitment and reporting strategy
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EXECUTION STAGE

Local BET Screening:
- Interview candidates/Vet for positions
- If qualified, candidate applies and provides proof of application
- Screening results entered in MOSES
  - Call-In/Pre-Referral Services
  - Job Referral - Staff
- BET follows up with referrals utilizing Crystal reports (Staff Pending Referral Report)
- LBSR maintains contact & feedback loop with RC (local project), RC/Regional LBSR (Regional Project) or RC/Project LBSR (statewide project)

Applicant Hired?

NO

BSR
- Obtains feedback from business
- Informs appropriate referral source of non-hire
- Ensures MOSES data entry is completed

YES

BET
- Obtains hire info from Job Seeker
- Distributes hire data to BSR
- Ensures MOSES data entry is completed

BSR
- Obtains hire info from Business
- Distributes hire data to appropriate referral source
- Ensures MOSES data entry is completed

Acronyms
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LBSR: Lead Business Service Representative
LBT: Local Business Team
Ops/CCD: Op Managers and/or Career Center Directors
RC: Regional Coordinator
RSI: Recruitment Solutions Initiative
RSIC: Recruitment Solutions Initiative Coordination Team
SLA: Service Level Agreement

DEPARTMENT OF
CAREER SERVICES

ATTACHMENT B: SERVICE LEVEL AGREEMENT (SLA)

MASSHIRE

Business Service Level Agreement (SLA)

The Business Service Level Agreement is a non-contractual, collaborative agreement between the local MassHire Career Center and their local or regional business customer. The purpose of the SLA is to exchange important recruitment information, which will further improve the recruitment experience between the business customer and the MassHire jobseeker.

Content of service level agreement is as follows:

- Masshire Career Center Business Engagement Teams will source, interview, vet and refer qualified job seekers to in a timely manner. The Business Engagement Teams will actively recruit qualified job candidates until notified otherwise by the business customer.
- Business Service Representatives will meet (virtually or in person) with business customer(s) periodically, to discuss recruitment progress, future recruitment strategies and/or related workforce employment support programs provided by the Commonwealth.
- Upon conclusion of the recruitment assignment, Business Service Representative(s) will initiate contact with their business customer and conduct a "wrap-up" (virtually or in person) discussion to review effectiveness of recruitment process.

When business customers hire MassHire Career Center job seekers, we request the business customer(s) to provide important hiring information. As a Federal grant-funded organization, obtaining employment data from our business customers is critical to our reporting and continued federal funding. Obtaining the recruitment information allows MassHire Career Centers to monitor the effectiveness of their recruitment process. It is our goal to provide a positive recruitment experience for both Massachusetts job seekers and business customers.

To assist us, we are requesting business customers to provide the following recruitment information:

- Notification that the MassHire job seeker has been hired.
- Date of hire and start date of Masshire job seeker
- Job title of newly hired MassHire job seeker.
- Hourly pay rate of newly hired MassHire job seeker.

We hope through our mutual collaborative efforts, productive business relationships will continue to grow between local businesses and their MassHire Career Centers.

Local MassHire Career Center: Date:

Lead Business Service Representative (LBSR):

LBSR Contact Information:

Name of Business:

Business Contact Name: