



DEPARTMENT OF
CAREER SERVICES

Recruitment Solutions Initiative (RSI) Standard Operating Procedures Guide



RECRUITMENT SOLUTIONS INITIATIVE (RSI)

WHAT IS RSI?

- The Recruitment Solutions Initiative (RSI) is a standardized model for specialized and targeted recruitment assistance for businesses who have contacted the Governor's office, the Executive Office of Labor and Workforce Development (EOLWD), MassHire State Workforce Board, local MassHire 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 establishes a consistent process for assessing, vetting and referring qualified MassHire Career Center job candidates to specified business customers for employment consideration.
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RECRUITMENT SOLUTIONS INITIATIVE (RSI)

WHY DO WE NEED RSI?

- To provide a 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.

ACRONYMS & DEFINITIONS

ACRONYMS

BRT	Business Referral Team
RC	Regional Coordinator
RSI-BSR	RSI Business Service Representative
LBT	Local Business Team

DEFINITIONS

BUSINESS REFERRAL TEAM (BRT)

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

REGIONAL COORDINATOR (RC)

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

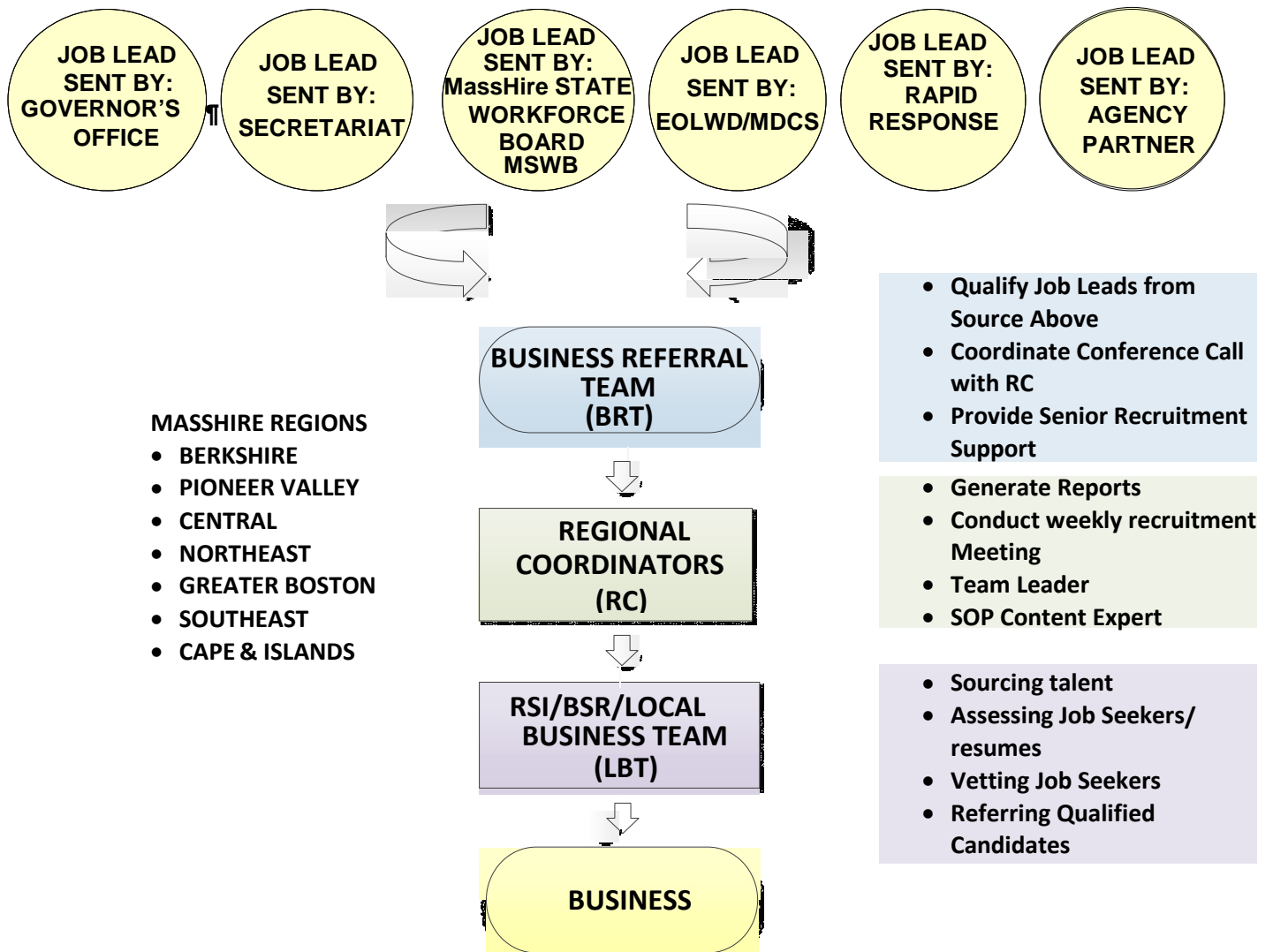
RSI-BUSINESS SERVICE REPRESENTATIVE (RSI-BSR)

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.

LOCAL BUSINESS TEAM (LBT)

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

RECRUITMENT SOLUTIONS INITIATIVE (RSI) FLOW CHART



ROLES AND RESPONSIBILITIES

BUSINESS REFERRAL TEAM (BRT)

- The BRT will qualify business leads received from following sources:
 - Governor's Office
 - Executive Office of Labor and Workforce Development (EOLWD)
 - MassHire State Workforce Boards (MSWB)
 - MassHire Department of Career Services (MDCS)
 - MassHire Rapid Response
 - Partner Agencies
- The BRT will reach out to the business, introduce their role, establish rapport and qualify and confirm the level of staffing support required.
- BRT will confer upon the referred business customer the RSI designation should the business have job openings:
 - That are critical and need immediate placement attention
 - Which may be in multiple regions across Massachusetts
- The BRT will schedule a conference call with the RC. The topic of the call will be to review all related business and recruitment information. RSI-BSR and LBT may attend conference call, if appropriate.
- BRT will provide continuous recruitment and business development support to the RC, RSI-BSR, and LBT when necessary.
- BRT will monitor MHCC RSI recruitment activity utilizing MOSES, in conjunction with MDCS senior operations management.

ROLES AND RESPONSIBILITIES

REGIONAL COORDINATOR (RC)

- The RC will coordinate meetings with RSI-BSR and LBT to provide direction and focus on business customer recruitment needs while following proper execution of the RSI SOP.
- The RC will collaborate with other RCs and provide direction to RSI-BSRs and LBT if intra-regional recruitment support is required.
- The RC will conduct, at a minimum, weekly meetings with LBT and RSI-BSR to ensure progress is on-going.
- The RC will ensure that RSI reports are reviewed by the RSI-BSR and LBT and that recruitment strategies are continuously discussed, implemented and/or improved as needed.
- The RC will ensure that MOSES business and job seeker records are updated timely as required to ensure up-to-date information is reflected.
- The RC will have compliance oversight ensuring that quality assurance responsibilities during vetting process have been met.

ROLES AND RESPONSIBILITIES

RSI-BUSINESS SERVICE REPRESENTATIVE (RSI-BSR)

- RSI-BSR is designated the single point of contact (SPOC) when communicating with the RSI business customer.
- The RSI-BSR will contact and meet with the RSI business customer, explain their role and how their local MassHire Career Center will be able to provide value and recruitment support to their business.
- The RSI-BSR is strongly encouraged to visit the company and tour the hiring department to obtain cultural and worksite perspective.
- The RSI-BSR will discuss with the RSI business contact the priority of business recruitment need(s), # of positions, job titles, work hours required, labor status FTE (full-time equivalent) or PTE (part-time equivalent), hourly payroll or annual salary and other job required relevant recruitment information.
- The RSI-BSR will be responsible for forwarding all business/ staffing related information obtained from business meeting(s) to the RC and LBT in a timely and accurate manner.
- The RSI-BSR will open a new RSI business account in MOSES and enter all relevant job order information.
- The RSI-BSR will maintain continuous lines of communication with the RSI business to ensure the highest standard of customer service.

ROLES AND RESPONSIBILITIES

LOCAL BUSINESS TEAM (LBT)

- The LBT will assist in developing and implementing recruitment strategies to source qualified job seekers.
- The LBT will develop a local and regional recruitment strategy, including:
 - creation of job seeker events as appropriate
 - creation of advertising material(s)
 - executing potential job fairs
 - providing LMI analysis for internal and external usage
 - collaboration with area agency partners and MCC to search for talent
- The LBT will generate a potential candidates list via RSI reports or other methods of talent sourcing.
- The LBT will conduct outreach to qualified job seekers to inform them of the position(s) and screening process.
- The LBT will assist in guiding a job seeker towards the positions(s) that best match his/her job skills
- The LBT will lead a thorough vetting process of potential job candidates.
- Following the vetting process, the LBT will prepare job seekers for the interview process and make subsequent referral(s).

VETTING PROCESS

- The RSI-BSR and/or LBT, with RC oversight, will execute a thorough vetting process from beginning to end.
- The RSI-BSR and/or LBT will lead talent sourcing, utilizing all recruitment sourcing tools and methodology at their disposal.
- The RSI-BSR and/or LBT member will set up in-person interviews with jobseeker(s) to conduct job skills and soft skills assessments (e.g. MassCIS, TORQ) of the job seeker(s).

- **Conducting Interviews:**

The RSI-BSR and/or LBT members must prepare their job seekers for interviews utilizing open-ended behavioral questions. They must ensure the job seeker has:

- thorough knowledge of job description
- familiarity with company culture
- awareness of top critical skills required for job (deal breakers)
- job compensation range (both minimum and maximum)

Interview Best Practice Notes:

- Inform the job seeker to arrive 10 minutes before he/she is scheduled to meet with LBT member.
- Interviews may last up to 40 minutes. For best results, when interviewing a job seeker, LBT member should speak 20% of the time and job seeker 80% of the time. Take notes (inform job seeker before interview begins).

VETTING PROCESS (Continued)

- Upon successful completion of interview and job skills assessment, the LBT will instruct job seeker on the procedure and process to apply for position on business website.
- The LBT will confirm that the job seeker has successfully applied on-line and received confirmation of job application.
- Failure to apply online by a job seeker and confirmation obtained by LBT will result in “no referral status” for job seeker to RSI business customer.
- All job referral(s) are to be entered into MOSES upon verification of a successful online application.
- RSI-BSR and/or LBT should create an internal applicant tracking list and forward applicant tracking list to RSI business customer, as appropriate.
- RSI-BSR will communicate with business contact that a qualified job seeker has been referred to their attention for review.

POST-APPLICATION PROCESS

REGIONAL COORDINATOR (RC):

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

RSI – BUSINESS SERVICES REPRESENTATIVE (RSI-BSR):

- The RSI-BSR 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:
 - The RSI-BSR will immediately follow up with business contact and obtain hiring information including Date of Hire, Job Title, and Hourly Rate or Salary information.
 - The RSI-BSR and/or LBT will ensure that MOSES data entry is completed by changing “pending referral” status to “Hired” and entering appropriate MOSES notes.
- If the job seeker is not hired:
 - The RSI-BSR will inform the LBT that the job seeker has not been selected.
 - The RSI-BSR will seek out constructive feedback from the RSI business customer and communicate information to LBT and job seeker.
 - The RSI-BSR and/or LBT will instruct job seeker to return to the MCC and continue job search with LBT.
 - The RSI-BSR and/or LBT will ensure that MOSES data entry is completed. By changing pending referral status to “Not Hired” and entering appropriate MOSES notes.

POST APPLICATION PROCESS (Continued)

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, RSI-BSRs 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 codes 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 current 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: (1) Call-In/Pre-Referral Contact, (2) Job Order/Job Development Referral, (3) Hires, or (4) 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 current 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>