

IP&O Employee Services

Strategic Organizational Support (SOS)

Standard Operation Procedures with Workflows

Updated 1-29-25

STRATEGIC ORGANIZATIONAL SUPPORT OVERVIEW

Within Employee Services, there are two units designed to support IP&O departments, Supervisors and Hiring Managers throughout the lifecycle of their IP&O employees. The units are: [Transactional Employee Lifecycle \(TEL\)](#) and **Strategic Organizational Support (SOS)**.

This document provides clear guidelines and procedures for managing the **Strategic Organizational Support (SOS)** functions within the IP&O division, ensuring alignment with strategic goals, efficient operations, and effective support for staff and management.

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SECTION 2: IP&O RECRUITMENT SUPPORT

The goal of Employee Services SOS team is to provide **IP&O Recruitment Support Services** by partnering with IP&O Hiring Managers and Supervisors to assist them with options when sourcing potential IP&O staff.

IP&O supports multiple programs which can support and augment staffing opportunities. Programs are listed in the table below:

Program Title	Potential TEL Action	Target Audience
A. Craft Trainee Program	yes	University Operations staff
B. Neurodivergent Staffing Program	yes	Individuals from the Rutgers Center for Adult Autism Services
C. Internship Program	yes	Students from Rutgers University or another University
D. Federal Work Study	yes	Financially eligible students from Rutgers University
E. Alternative Job Boards	Informational	IP&O Leadership Team and ELT
F. Talent Sourcing through Recruitment Fairs	Informational	Employee Services Staff

2. Program Descriptions:

A. CRAFT TRAINEE PROGRAM

Eligibility:

In collaboration with the U.S. Department of Education and the U.S. Department of Labor, Rutgers University administers the Craft Trainee program. Prerequisites for the program:

- High school/vocational school diploma or equivalent education
- Valid driving license and at least two years driving experience
- Successful completion of the Rutgers Defensive Driving Course

Program Length:

This is a four-to-five-year program which allows trainees to shadow mechanics and attend County Vocational and Technical School two nights a week.

- Program duration is a four to five-year educational program with pay and grade escalations each year upon successful progression. Upon graduation the trainee becomes a full journeyman of the particular trade.
- No educational cost including books, will be incurred by the trainee provided that the trainee maintains satisfactory grades and makes progress as per the curriculum for the duration of the program.

Curriculum and Requirements:

- Night classes are trade-specific courses in one of the three possible trades: HVAC, Electrical, or Plumbing.
- Trainees must be on the job for a minimum of 60 days before attending classes.
- Part of the curriculum includes learning the codes and regulations for the selected trade.
- Trainees spend 16 months with a journeyman mechanic in one location and then rotate, with progress reviews in-between.
- If all requirements have been met by the trainee after four years with this certified apprenticeship, the trainee will be certified in all 50 states, although trainees may be eligible to hold different state licenses.

Program Details:

- This program also offers a robust mentorship program.
- Job postings for the Craft Trainee program open annually at the beginning of each year.
- *A Joint Advisory Taskforce Leadership ("JATL")* team, IP&O Employee Services along with the President of Local 888 and a representative from University Facilities, ensures that program administration is in compliance with the US Department of Labor as well as the formation of collaboration with, and oversight of the Joint Advisory Taskforce Committee, ("JATC").
- JATC, members are Rutgers University journeymen of each trade, as well as an equal number of Local 888 union employees of each trade. The JATL and JATC are responsible for reviewing, interviewing, qualifying, and hiring of potential candidates into the Program. They also track the progress of training and education of each trainee for the duration of the Program. Represented need-based trades in the IP&O Program are:
 - HVAC
 - Plumbing
 - Electrical
- Responsibilities of the JATC:
 - A. Monitor and/or participate in the selection of apprentices as outlined in this program.
 - B. Ensure that all apprentices are under written Apprenticeship Agreements and register the local apprenticeship standards and agreements with the appropriate Registration Agency. Give copy of Apprenticeship Agreement to employee, copy to employee file and two copies go to the Registration Agency.
 - C. Review and recommend apprenticeship activities in accordance with this program.
 - D. Establish the minimum standards of education and experience required of apprentices.
 - E. Register the local apprenticeship standards with the Registration Agency.
 - F. Hear and resolve all complaints of violations of apprenticeship agreements of standards and/or Apprenticeship Agreements and do so in a consistent and nondiscriminatory manner.
 - G. Arrange evaluations to determine the apprentice's progress in technical skills and knowledge and the ability to perform specific tasks of apprentices' progress in manipulative skills and technical knowledge.
 - H. Maintain records of all apprentices, showing their education, experience, and progress in learning the occupation.
 - I. Certify to the local union, management, and Registration Agency that apprentices have successfully completed their apprenticeship program.
 - J. Notify, within 45 days, the appropriate Registration Agency of all new apprentices to be registered, credit granted, suspensions for any reason, reinstatements, extensions, completions, and cancellations with explanation of causes.
 - K. Supervise all the provisions of the local standards and be responsible, in general, for the successful operation of the standards by performing the duties here listed. Cooperate with public and private agencies, which can be of assistance in obtaining publicity to develop public support of apprenticeship. Keep in contact with all parties concerned, including apprentices, employers, and journey workers.

- L. Provide each apprentice with a copy of these standards, along with any applicable written rules and policies. Require the apprentice to sign an acknowledgment receipt of same. Follow this procedure whenever revisions or modifications are made to the rules and policies.
- M. When notified that an apprentice's related instruction or on-the-job progress is found to be unsatisfactory, the sponsor will determine whether the apprentice should continue in a probationary status and may require the apprentice to repeat a process or series of processes before advancing to the next wage classification. Should it be found in the course of this determination that the apprentice does not have the ability or desire to continue the training to become a journey worker, the sponsor will, after the apprentice has been given adequate assistance and opportunity for corrective action, terminate the apprenticeship agreement, as provided in 29 CFR § 29.7(h)(1)(2)(i) and (ii).
- N. The sponsor will provide each registered apprentice with continuous employment sufficient to provide the opportunity for completion of his or her apprenticeship program. If the sponsor is unable to fulfill its training and/or employment obligation in conformance with these standards, or if conditions of the business make it necessary to temporarily suspend the period of apprenticeship, the sponsor will, per Section XXIII of these standards and with the apprentice's consent, make a good-faith effort to facilitate a transfer of the apprentice to another registered sponsor for completion of the apprenticeship. Apprentices suspended due to conditions of the business, will be given the opportunity to resume their active apprenticeships before any additional apprentices are employed. The suspension and reinstatement of apprentices shall be done in relation to retention of the most advanced apprentice and in accordance with the company policy for breaks in seniority.
- O. Meet with the Middlesex County Apprenticeship Coordinator annually to review Vo-Tech curricula for all trades in the program, recommend course enhancements, changes, etc. to better align with departmental needs.
- P. Meet at least every four months to review records and progress of each apprentice in training and recommend improvement or modifications in training schedules, schooling and other training activities.
- Q. Meet with apprentices on a semi-annual basis to determine the quality and quantity of their experience on the job and monitor it.
- R. Maintain the required ratio of apprentices to fully proficient journey workers.
- S. The apprentice would be assigned to a journey worker for the tenure of the program and would receive the on-the-job training under the guidance.

B. NEURODIVERGENT STAFFING PROGRAM

Eligibility:

This program recruits staff members from the Rutgers Center for Adult Autism Services (RCAAS). This program offers potential employment placement of Autistic adults from their program into any appropriate, eligible, or applicable IP&O position.

Program Details:

- This program offers a robust mentorship program. At the start of each position placement, a mentor will initially accompany the employee to the job site for the duration of their shift.

- The RCAAS center ensures that all potential employees enter the IP&O workplace with a Mentor ensuring successful placements.
- This cohort is exempt from the Physical Exam component of Pre-Employment screenings.
- These are Class 1 and 4 positions.

C. STUDENT INTERNSHIP PROGRAM – RU STUDENTS: CLASS 5, NON-RU STUDENTS: CLASS 4

Internship opportunities offer students a chance to gain unique insight into a particular IP&O field and to achieve work experience and skills essential to success in today's marketplace.

Eligibility:

- Internship opportunities are offered to both internal Rutgers students as well as students from other universities.
- To qualify as an Intern, the student must be Full-Time at Rutgers University or a Full-Time non-Rutgers University student.
- If the Intern you wish to hire is a Part-Time Rutgers or non-Rutgers University student, a Class 4 job posting is required for hiring this position.
- If the Intern you wish to hire is a Rutgers University student, a Class 5 job posting is required for hiring this position.
- Internship positions require measurable learning goals related to career goals or the major of study.
- University Career Services recognizes the following as internships:
 - Carefully monitored and structured work experience in which a student has intentional learning goals related to academic course work and reflects actively on what he/she is learning throughout the experience.
 - Positions that promote academic, career and/or personal development
 - Positions are supervised by a full-time professional staff member and supervisors give routine feedback.

Program Details:

- Class 5 Rutgers Student Intern Employee
 - Students who work in the capacity of an Intern
 - IP&O leaders who wish to recruit an intern must do so through the Handshake software system.
 - The Rutgers Handshake system is used to post Class 5 Rutgers Student employment opportunities.
 - The Handshake system has the responsibility for creating the job posting.
 - ES SOS team is currently the owner of the IP&O Handshake Profile
 - Hiring Manager will be required to request access as the role of [“Recruiter”](#) in order to create and manage a job posting.
- Class 4 Non-Rutgers University Student Intern
 - Non-Rutgers University students who wish to intern at IP&O cannot be hired as a Class 5 employee.
 - In these situations, the job posting process must follow the job posting process found in the [TEL SOP's](#)
 - Students Interns who graduate from college and wish to continue to work for IP&O department would be eligible to apply for an open Class 1 or 4 position. The department would be required to post the position using the posting process found in the [TEL SOP's](#).
- General [Intern](#) Information
 - All student interns without Academic Credit are paid employees.

- All student interns who earn Academic Credit are not paid. For academic credit, internships last a minimum of 10 weeks and student must work at least 120 hours to receive 3 credits
- Interns are required to have an assigned supervisor throughout the duration of their internship.
- Supervisors must serve as a mentor to the Intern student and provide necessary on the job training.
- If applicable, Supervisors must agree to assist Intern students in filling out required documents to pass the course, such as the learning agreement, supervisor evaluations and hourly log sheet.

D. FEDERAL WORK STUDY PROGRAM (FWSP) – STUDENTS ONLY

Where applicable, your office may benefit from having student worker on your staff. One source of student workers, maybe those students who qualify under the [FWSP guidelines](#).

A benefit of hiring a Work Study student, is that the salary is funded by the Federal and State government Work Study program (FWSP). There is no extra cost to the IP&O division.

Eligibility:

- Students who wish to be considered for the FWSP must be financially eligible according to federal and university policy
- Continuing students must also meet a minimum earnings requirement, established by the Office of Financial Aid, in order to be eligible from year to year.

Program Details:

- The ES SOS unit will work with Hiring Managers to develop and subsequently submit a Job Description Form on behalf of those units who wish to hire a Work Study student.
- Federal Work Study job placement is campus specific.
- Job Description Forms are carefully reviewed by the applicable campus office and used during the placement process. Students do not see the Job Descriptions; however, it is important that potential IP&O units include as much detail as possible in the Job Description to assist the applicable campus office in finding a student who is a good match for the position.
- Student workers are hired to help with departmental tasks and assignments. Students should have some work experience that allows them to fulfill the job responsibilities.
- The Office of Financial Aid will place students who have completed job applications in FWSP jobs based on the information provided on the job application, on a first-come, first-served basis. Requests to work in specific departments will be considered whenever possible. FWSP job placements are authorized by applicable campus offices. *Please note: this job placement process is applicable to Newark, New Brunswick and Rutgers Health students only. Camden students will complete an additional application process in Rutgers Handshake and will receive details about that process from the OFA.*
- Notification of job placements typically begin in June and continue through the start of the academic year.
- FWSP-eligible students will receive an email with instructions on how to view their job placements. Job placement information and supervisor contact information will be included. Students must reach out to their supervisors to discuss the details of their job, scheduling, payroll, start date, etc.

E. ALTERNATIVE JOB BOARDS

All currently open or vacant positions are automatically posted on the [RU Job Alerts](#) website, [Indeed](#), and to the [Jobs tab](#) in LinkedIn.

Additional opportunities exist for Employees Services Leaders and Hiring Managers to post vacant positions into a variety of Job Boards. These may be positions which are unique or hard to fill roles. The SOS unit will work with Hiring Managers to identify the correct job board to attract the correct recruitment cohort. Alternative Job Boards will include:

- Professional Organizations
- Fraternal and Sorority Organizations
- Trade Affiliations
- Association of Physical Plant Administrators (APPA)
- NJ Career Site NJ Labor Department Employer Access- <https://newjersey.usnlx.com/>
- Office of Veterans and Military Programs and Services
- Rutgers Alumni
- Job Corps
- Social Media
 - IP&O Facebook Page
 - “X” formerly known as Twitter

Eligibility:

- As result of a failed search or the desire to augment a candidate pool, this resource would support
 - Sourcing candidates for hard to fill IP&O positions
 - Sourcing candidates with unique qualification requirements for IP&O positions
 - Sourcing unique or niche job boards to attract a larger applicant pool

Program Details:

- Hiring Managers must clearly articulate the needs of the department and why an expanded talent search is required.
- Hiring Manager may be required to expand the talent search in order to achieve a more effective departmental organizational structure which impacts the departmental succession planning efforts.
- For failed IP&O position searches, job boards will be researched to secure an expanded talent pool.

F. TALENT SOURCING THROUGH RECRUITMENT FAIRS


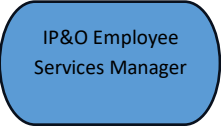
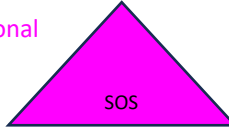


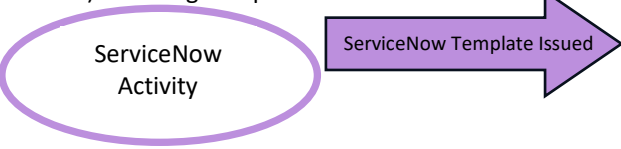
Rutgers University representatives of Employee Services SOS unit will attend Rutgers Career Fairs on all three Rutgers Campuses to recruit new potential Rutgers graduates. Additionally, this unit will attend and form partnerships with local Vocational Schools, Tech Schools, Job Corp and County Community Colleges to inform these students and graduating seniors of IP&O job opportunities.



The targeted audience for the information outlined below, is for Employee Services staff. However, the material, which is role based, also informs IP&O Hiring Managers and Supervisors of the processes which Employee Services must perform to complete all requests.

2. The IP&O Recruitment Support Process Legend

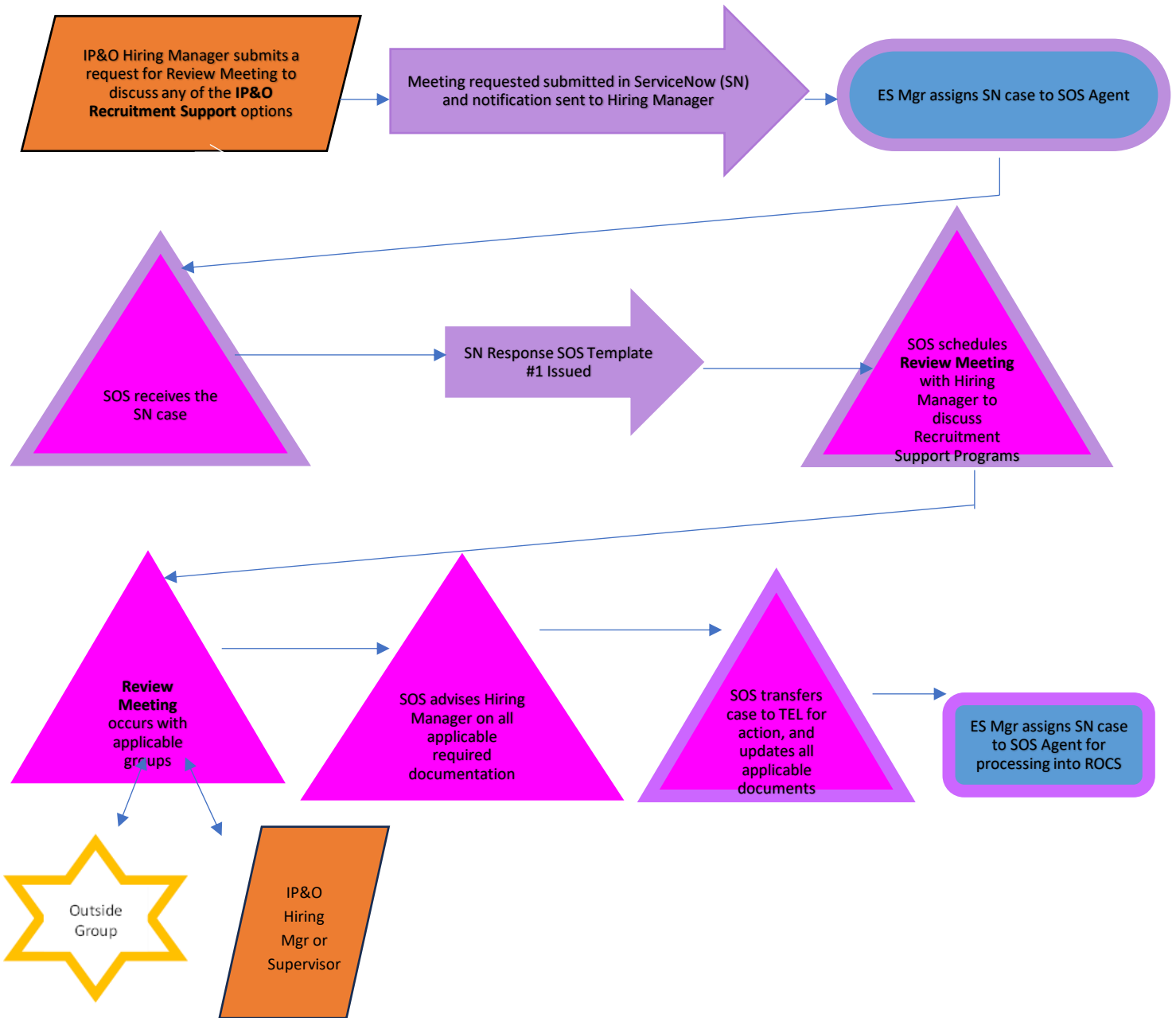
The table below reflects the various groups who are involved with IP&O Recruitment Support:

<p>Orange = IP&O Department (IP&O Hiring Manager)</p> 	<p>Blue = IP&OP ES Transactional Manager</p> 
<p>Pink = IP&O ES Strategic Organizational Support (SOS)</p> 	<p>Green = IP&O ES Transactional Employee Lifecycle</p> 
<p>Outside Groups: Vendors, university departments, Etc.</p> 	<p>Purple = ServiceNow (SN) Software Action (Arrow and Outline) including Template Information</p> 

3. The IP&O Recruitment Support Workflow for the 4 Programs Listed Below:

Program Title	Target Audience
A. Craft Trainee Program	University Operations staff
B. Neurodivergent Staffing Program	Individuals from the Rutgers Center for Adult Autism Services (RCAAS)
C. Internship Program	Students from Rutgers University or another University
D. Federal Work Study	Financially eligible students from Rutgers University

ES SOS Workflow Process for Programs with the potential to move to TEL for action:



4. IP&O Recruitment Support Standard Operating Procedures for the 4 Programs listed below:

Program Title	Target Audience
A. Craft Trainee Program	Maintenance Operations
B. Neurodivergent Staffing Program	Individuals from the Rutgers Center for Adult Autism Services (RCAAS)
C. Internship Program	Students from Rutgers University or another University
D. Federal Work Study	Financially eligible students from Rutgers University

Overview:

1. The SOS group is available to help navigate Hiring Managers and Supervisors through the processes and requirements for each of the aforementioned programs.
2. Once decisions are made and documentation secured and uploaded into ServiceNow, the case will be reassigned to the TEL (Transactional Employee Lifecycle) group for processing.

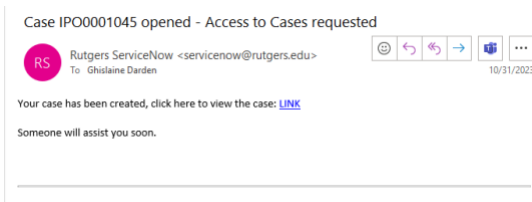
a. IP&O Department Hiring Manager or Supervisor Responsibilities:

1. Submit a Service Now request to meet and discuss the various Recruitment Programs with an SOS agent.

IP&O Hiring Manager submits a request for Review Meeting to discuss any of the **IP&O Recruitment Support** options

Meeting requested submitted in ServiceNow (SN) and notification sent to Supervisor

2. To submit your request, the Supervisor or designee is required to open the ServiceNow portal and:
 - a) Selects Category: Employee Services: *Strategic Organizational Support*



- b) The Case is auto assigned to Employee Services
- c) Within 2 days, your case will be assigned by Employee Services Manager to the SOS unit

b. Employee Services Manager Responsibilities:

1. ES Manager receives all auto-assigned cases.
2. Makes assignments within 2 days of receipt of the SN case to SOS Agent for action.
3. ServiceNow Training materials are hosted in the link below:
https://trl.ip.o.rutgers.edu/cas/user_guides_and_course_materials/phase_one_servicenow/Phase_1_servicenow_user_guide.pdf

ES Mgr assigns SN case to SOS Agent

c. Employee Services SOS Agent Responsibilities:

1. SOS agent received the SN Case and issues a SN Response Template #1 is issued.

SOS Agent receives the SN case

SN Response SOS Template
#1 Issued

SOS Template #1 – Review Meeting:

o **Initial Response to Internal User:**

Dear Internal User,

Thank you for your inquiry. The Strategic Organizational Support (SOS) team will review your attached information and schedule a "Review Meeting" to discuss with you. Please provide a few available dates and times so that a Review Meeting can be scheduled.

Thank you,

XXX

2. SOS will schedule a **Review Meeting** with Hiring Manager or Supervisor to verify and discuss:
 - a. Specific recruitment support programs
 - b. Recommends which program best fits the needs of the department
 - c. The process for each program
 - d. The eligibility for each program
 - e. The type of documentation that will be required for each program

SOS schedules
Review Meeting
with Hiring
Manager to
discuss
Recruitment
Support Programs

d. SOS Responsibilities and IP&O Department Supervisor Responsibilities:

1. **Review Meeting** occurs and includes any applicable outside groups and the IP&O Hiring Mgr or Supervisor.

Review Meeting
occurs with
applicable
groups

IP&O
Hiring
Mgr or
Supervisor

Outside
Group

2. SOS will review and advise on all applicable documentation that the Hiring Manager or Supervisor will need for each desired program.
 - a) Documentation for each potential program is identified in the table below:

SOS advises Hiring
Manager on all
applicable
required
documentation

	The Review Meeting will discuss this type of Request Form Procedure	Type of DocuSign Form	Existing CARF or Job Description
A. Craft Trainee	ROCS Posting	Filling a Vacancy Approval Form	888 Job Description
B. Neurodivergent	ROCS Posting	Filling a Vacancy Approval Form	Job Description Or CARF
C. Internship	RU Student Handshake	Class 5 Posting	Job Description
	Non RU: Class 4	Filling a Vacancy Approval Form	Job Description
D. Federal Work Study	FWSP Application	Filling a Vacancy Approval Form	FWSP Job Description Form

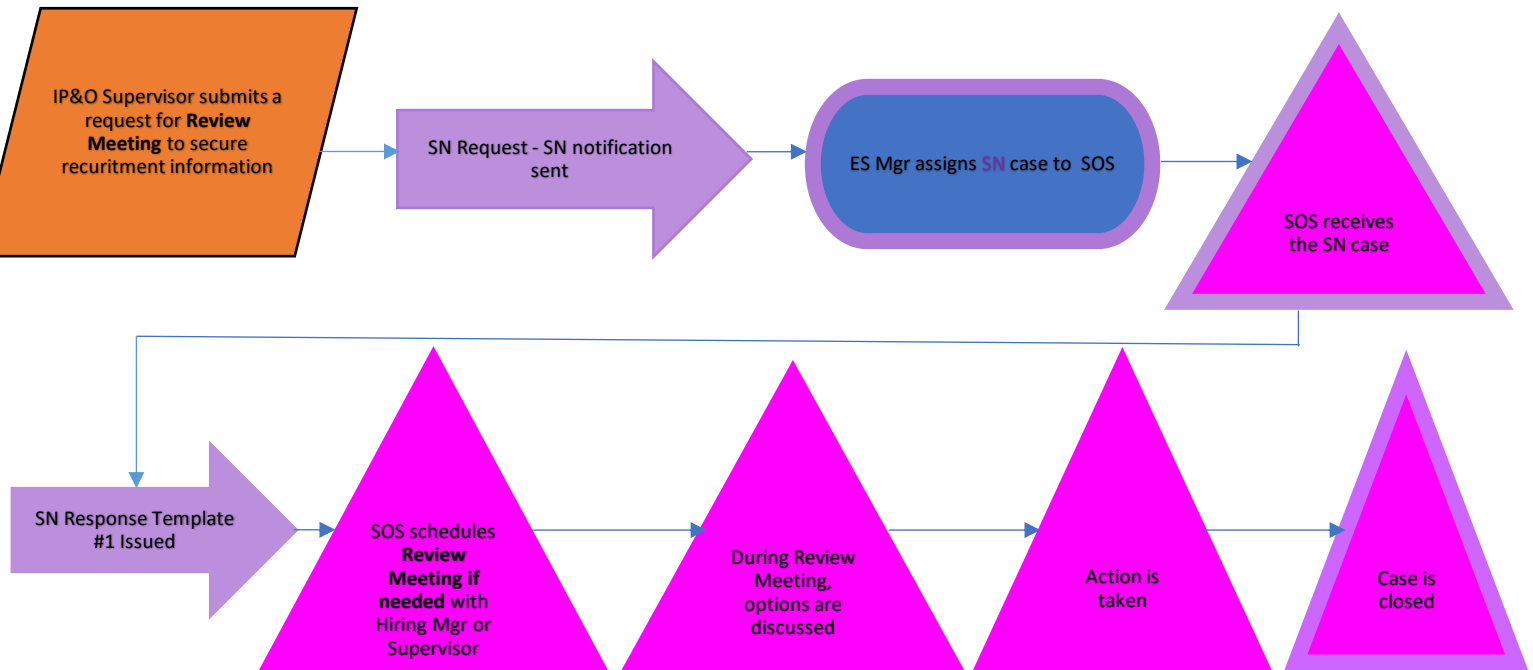
3. If the Hiring Manager or Supervisor determines that they want to use a program, they must upload all applicable documentation.
4. The SOS agent will reassign the case to the TEL group for processing



5. The IP&O Recruitment Support Workflow for the 2 Programs Listed Below:

Program Title	Target Audience
E. Alternative Job Boards – a Resource	IP&O Leadership Team and ELT
F. Talent Sourcing through Recruitment Fairs – a Resource	IP&O Leadership Team and ELT

ES SOS Workflow Process for requesting information for one of the 2 aforementioned programs:



6. IP&O Recruitment Support Standard Operating Procedures for the Programs listed below:

Overview:

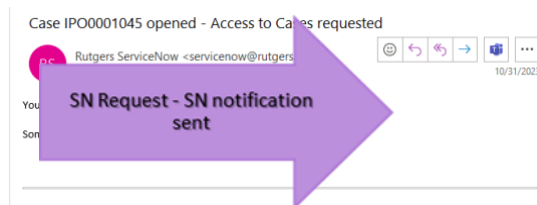
1. If IP&O Hiring Managers are not getting sufficient applicants from the Rutgers Job Posting, the SOS team can research and source alternative job boards to enhance the applicant pool for your position.
2. Support is offered for recruitment challenges both in advance of an official RU Job posting or while the RU Job posting is live.
3. Applicants responding to RU Job postings which are found on alternative job boards, will have the ability to apply to the actual RU Job Posting using the included link.
4. SOS staff attending recruitment fairs can target and promote hard to fill or specialized positions.

a. **IP&O Department Hiring Manager Responsibilities:**

1. Work with the SOS group to secure UHR and IP&O Senior Management approvals for any Reclassifications.
2. To begin the process, select Category: Employee Services: *Strategic Organizational Support*
 - a) Opens a case and fills out the form
 - b) Attach the DocuSign form and click submit. The package contains your proposed reclassification information.
 - c) A case number is assigned
 - d) An automated SN response is issued to the Internal User (Requestor):



3. The Case is auto assigned to Employee Services SOS group
4. Within 2 days, your case will be assigned for review and approval by the SOS group.
5. Someone from the SOS group will contact you to review your package. The package should include the following which will be reviewed:
 - a) To Review and prepare the DocuSign Package using the appropriate **DocuSign** form for the applicable transaction – *see Table above, section 2, page 48.*
 - b) The DocuSign package for RU Legacy employees includes:
 - Original [CARF](#), with track changes
 - Revised CARF or a revised CARF if the position has extensive changes
 - [Org Chart](#), ensure employee/position is reflected
 - Resume
 - [In-grade Salary Adjustment, Reclassification, or Classify New Position Request Approval Form](#)
 - [Justification Memo](#), inclusive of details outlining origins of new duties; who will be responsible for omitted duties; what are the departmental changes necessitating a change in the job description/CARF.
 - c) The DocuSign package for RBHS employees includes:
 - [Org Chart](#)
 - [Justification Memo](#)
 - [In-grade Salary Adjustment, Reclassification, or Classify New Position Request Approval Form](#)



6. The Case is auto assigned to Employee Services SOS group
7. Within 2 days, your case will be assigned for review and approval by the SOS group.
8. Someone from the SOS group will contact you to review your package. The package should include the following which will be reviewed:

- d) To Review and prepare the DocuSign Package using the appropriate **DocuSign** form for the applicable transaction – *see Table above, section 2, page 48.*
- e) The DocuSign package for RU Legacy employees includes:
 - Original CARF, with track changes
 - Revised CARF or a revised CARF if the position has extensive changes
 - Org Chart, ensure employee/position is reflected
 - Resume
 - In-grade Salary Adjustment, Reclassification, or Classify New Position Request Approval Form
 - Justification Memo, inclusive of details outlining origins of new duties; who will be responsible for omitted duties; what are the departmental changes necessitating a change in the job description/CARF.
- f) The DocuSign package for RBHS employees includes:
 - Org Chart
 - Justification Memo
 - In-grade Salary Adjustment, Reclassification, or Classify New Position Request Approval Form
 - Compensation -Situation, Background, Analysis, Request and Recommendation (C-SBARR) for Exceptional Increase
 - Original RBHS Job Description
 - Resume
 - Talent Management – Compensation Services Memo
 - Comp approved Job Description

a. IP&O Department Supervisor Responsibilities:

1. Submit ServiceNow case to request to discuss program options.
2. To submit your request, the Supervisor or designee is required to open the ServiceNow portal and:
 - a) Selects Category: Employee Services: *Strategic Organizational Support*

- b) The Case is auto assigned to Employee Services
- c) Within 2 days, your case will be assigned by Employee Services Manager to the SOS unit

b. Employee Services Manager Responsibilities:

- 1. ES Manager receives all auto-assigned cases.
- 2. Makes assignments within 2 days of receipt of the SN case to SOS Agent for action.
- 3. ServiceNow Training materials are hosted in the link below:

ES Mgr assigns SN case to SOS

https://trl.ipo.rutgers.edu/cas/user_guides_and_course_materials/phase_one_servicenow/Phase_1_servicenow_user_guide.pdf

c. SOS Agent Responsibilities:

- 1. SOS agent who has received the SN Case issues a SN Response Template #1.

SN Response SOS Template
#1 Issued

SOS Template #1 – Review Meeting:

o Initial Response to Internal User:

Dear Internal User,

Thank you for your inquiry. The Strategic Organizational Support (SOS) team will review your attached information and schedule a "Review Meeting" to discuss with you. Please provide a few available dates and times so that a Review Meeting can be scheduled.

Thank you,

XXX

SOS Agent
receives the SN
case

- 2. SOS will schedule a **Review Meeting** with Hiring Manager or Supervisor to discuss:
 - a) Job Board options
 - b) Talent sourcing options



3. During the Review Meeting:
 - a) Options are discussed
 - b) Questions are answered
 - c) Research may be required
 - d) After questions have been answered and action taken, the SN case is closed.

4. After Action has been taken, the SN Case is closed

