The Impossible Dream

How to Find and Hire Your Ideal
ERP or CRM Professional

Written and Edited By

DyNexus
RECRUITING & STAFFING

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The Impossible Dream

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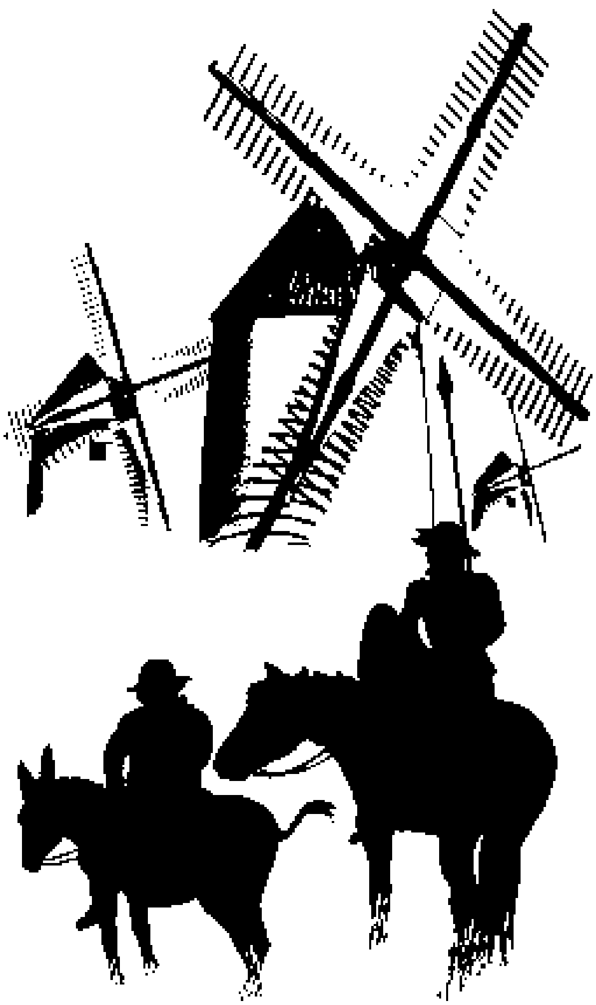

Most of us are familiar with the story of Don Quixote and the musical *Man of La Mancha* where he sings about his “Impossible Dream.” It tells the story of a man whose quest seems, to the outside world, insane.

I have to admit, as the ERP/CRM job market continues to grow with a demand that far surpasses the supply, it sometimes feels that we at DyNexus Recruiting and Staffing are “tilting at windmills”.

Finding ERP or CRM professionals is hard. Hiring them is even harder, but it can be done, and the journey is always rewarding. I hope this book will serve useful in guiding you on your own “quest”. Should we be able to assist you, it will be our honor.

Sincerely,

Matt Wolfe
DyNexus Recruiting and Staffing
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About DyNexus

Crafting Confident Connections

DyNexus Recruiting and Staffing is a specialized recruitment agency that fills critical roles for ERP and CRM resellers and end-users. We fill roles for all ERP and CRM brands, but our unique focus on Microsoft Dynamics is leading us to become a premier Microsoft Dynamics recruitment agency in North America.

DyNexus began in 1997 as Schrenzel Technical Staffing. Our president and founder, Ben Schrenzel, began offering an innovative, tailor-fit model of recruiting. The unique, "quality over quantity" approach that he refined in the early years now defines us, bringing a sense of old-world craftsmanship to our technology-driven clients.

We are a family-owned, boutique recruitment agency. That sense of family is at the core of our values, and it fuels our passion to serve our clients and candidates. We work in a team environment, eliminating in-house competition and maximizing our effectiveness. **We don't stop until we have crafted the confident connection that fits the unique vision, culture, and objectives of our clients.**

For Permanent Placement, DyNexus commits to a 100% unconditional guarantee of successful placement.

For Contingent Placement, We bring decades of experience, and a deeply focused expertise in finding ERP & CRM talent to the table.

For Contract Placement, We provide staffing solutions that ensure projects come in on-time and under-budget by providing access to competitive rates for top industry talent.

Learn more about us and get to know our staff at www.dynexusgroup.com.
Feel free to call us anytime at 206-826-8800. Choose Ext. 1 for Ben or Ext. 2 for Julian.

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The DyNexus Team

Ben Schrenzel (Founder, CEO) began his career in the IT world as a programmer who worked his way to the rank of CIO. He then founded and ran a successful software company. In 1997, he started an IT recruiting firm, which has now grown to include practices in IT, Accounting/Operations, and Sales/Marketing. This combination of technical, managerial and business backgrounds has given him the unique capabilities to provide the highest possible level of success to our clients. Ben was raised in New York City. He obtained a degree in Psychology from Seattle University, and attended law school at the University of Puget Sound.

Please feel free to contact Ben Schrenzel by phone: 206-826-8800 x1 or by email: bens@dynexusgroup.com.

Julian Schrenzel (COO, Sales Exec) has been with DyNexus Recruiting & Staffing since October 2008. Julian brings over 10 years experience in IT Networks/Systems Administration, Technical Training and IT/ERP Recruiting. He is an MCSE, MCP & MCP+I, and holds a BA degree in Vocal Performance (Opera) from the University of Arizona.

Please feel free to contact Julian by phone: 206-826-8800 x2 or by email: julians@dynexusgroup.com.

Chris Schrenzel (CFO) has held business management positions in technology and marketing organizations, managed commercial real estate, and run travel businesses. For the past 15 years she has managed finance, accounting, administration, and human resources functions for recruiting and staffing practices.

Please feel free to contact Chris Schrenzel by email: chriss@dynexusprojects.com.

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The DyNexus Team (Cont.)

Pam Velez (Senior Recruiter) has been recruiting Information Technology professionals since 1997. She has worked as a corporate recruiter as well as with recruitment and staffing firms. Pam is very articulate in the MS Dynamics ERP space having spent several years as a corporate recruiter with a large Microsoft Value Added Reseller (VAR). Please feel free to contact Pam.
(206) 826-8800 x7 or pamv@dynexusgroup.com.

Bryan Tramontana (Recruiting Coordinator) began her DyNexus Recruiting & Staffing career in 2012 as a sales representative. She soon displayed a knack for marketing and social media management and made the leap to Community Manager and Recruiter. She holds a Bachelor's in English with a minor in Journalism from Montclair State University. Please feel free to contact Bryan.
(206) 826-8800 x6 or bryant@dynexusgroup.com.

Matt Wolfe (Marketing and Candidate Sourcing) started working for DyNexus Recruiting & Staffing's practice in 2011 as a recruiter and sales representative. He now coordinates marketing efforts and specializes in sourcing. He holds the CIR, ACIR, and CSSR certifications from the AIRS Training Academy. Please feel free to contact Matt. (206) 826-8800 x4 or mattw@dynexusgroup.com.

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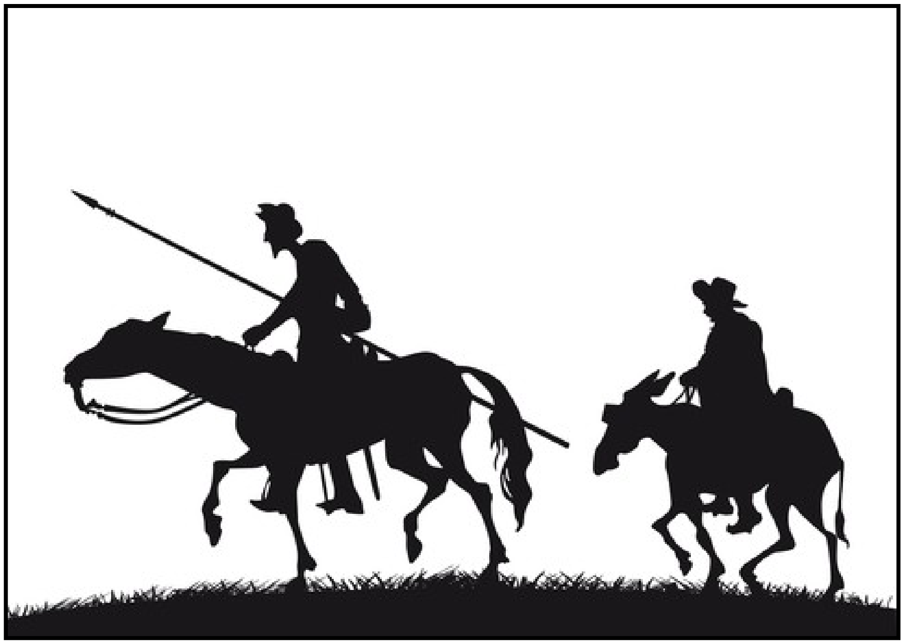
Introduction

Why Recruiting ERP & CRM Talent Feels Impossible



At DyNexus Recruiting and Staffing, a significant focus of our recruiting practice is on the Microsoft Dynamics world, an ERP/CRM market that has seen talent in very short supply for years. As such, we like to say that we can do difficult searches fairly quickly and that the "impossible" ones may just take a little longer. We smile when we say this but, in truth, we know that there's no avoiding the law of supply and demand and that every search we take on is going to be a challenge.

It's hard. It sometimes seems impossible, but it can be done. Our founder, Ben, tells us he once had a client who was excellent at everything they did. On the back wall of their office complex was a huge banner with some great advice, "If it was easy, children would be doing it." Here are some of the compounding factors:

- There are more people needed than there are available.
- The strongest candidates are generally gainfully employed.
- Most are not looking for a change and are not interested in talking with you.
- They are hard to find.
- They tend to stretch the envelope of your compensation range.
- Most live remotely from your company, and require relocation assistance.
- Many *won't* relocate, and want to work from their current location.
- Many require visa sponsorship.
- Many prefer to work on a contract basis.
- There are more "neophytes" than "journeymen."
- Frequently, it's hard to qualify those who genuinely know the walk, from those who mostly know the talk.

So, aside from just doing an excellent job of recruiting in general, there are several important steps one must be prepared to take in order to succeed on this daunting playing field. You must be prepared . . .

- To spend a great deal of time, effort, and money to exhaustively source viable candidates.
- To deal with sticker shock. Your corporate compensation standards will be stressed.
- To recognize that you don't hold all the cards, and that the interview process needs to be a mutual sales effort.
- To be willing to compromise your requirements, possibly augmenting a hire with shared responsibilities, training, and contracted support.
- To be ready to take on unwanted logistics issues (e.g. relocation, contract employment, visa sponsorship).

Why The Impossible Is Worth Pursuing

Having laid out the challenges facing an ERP/CRM recruiter, it's important we take a moment to recognize that overcoming the impossible can be very fulfilling. As we begin, we should touch on what makes the work of recruiting for this industry rewarding on a personal level. The people are different. The level of professionalism is different. To be more specific…

The Rewards of Recruiting ERP/CRM Talent

Complex Challenges

The ERP/CRM world is complex, consisting of three areas of focus: (1) business, (2) accounting/finance and (3) information technology. Any one of these is interesting; all three are triply so.

Engaging the Imagination

The need for ERP/CRM talent outstrips the availability. When you are recruiting, you have to stretch your imagination both in **finding** as well as ***attracting*** top talent.

Exposure to Diversity

ERP/CRM talent is world-wide, more so than most talent pools. This expands one's experience by interacting with people from many diverse cultures.

Responsibility

Because of the importance of the positions and the difficulty of filling them, the ERP/CRM recruiter has a tremendous impact on the people they work with, both the candidates and employers. This alone is an incredibly enriching aspect of one's work.

Guiding You Through the Impossible Journey

This book takes you through the journey of recruiting for ERP/CRM roles in twelve steps. We've also included a special section for professionals who don't have direct hiring authority.

Stage I: Defining the Target

Step One	**Understand the Position and Its Selling Points**
Step Two	**Writing the Job Description**
Step Three	**Adapting and Re-Targeting**

Stage II: Sourcing Candidates

Step Four	**Understanding the Different Types of Candidates**
Step Five	**How to Use the Job Boards**
Step Six	**Sourcing on Social Media**

Stage III: Screening Candidates

Step Seven	**Evaluating Resumes**
Step Eight	**Conducting Screening Interviews**
Step Nine	**Selling the Candidate on the Job**

Special Section on Working with Hiring Managers

Stage IV: Hiring Candidates

Step Ten	**Preparing to Conduct Follow-Up Interviews**
Step Eleven	**Nurture and Follow-Up with Candidates**
Step Twelve	**Negotiations**

A Non-Linear Journey

The most important thing to note here is that we've presented the "perfect world" linear process so it can best be understood. The reality is that the process of recruiting is incredibly non-linear. You will find yourself in a constant cycle of Re-Sourcing, Re-Targeting, Re-Screening and Re-Negotiating. Each candidate requires a unique process and each new role requires experimentation and innovation to fill.

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Stage I – Defining The Target

Step One – Understand the Position and Its Selling Points

In Lewis Carroll's Alice in Wonderland, Alice falls down the rabbit hole and arrives in Wonderland in a very confused state. As she wanders, she comes upon the Cheshire Cat and asks him which way she should go next. He responds, "That depends on where you want to go." Alice states, "I don't really know where I want to go." His reply, "Then it doesn't really matter which direction you take."

The point is, without an iron-clad understanding of exactly where you're going, *(*what *kind* of professional is needed*)*, your chances of successfully filling the position are at worst, impossible and at best, largely dependent on luck. In this section, the goal is to teach you how to fully understand the requirements of your available position in order to market to and attract the ideal candidate.

Building the Job Description

The key to developing the best job description possible is to gain a crystal clear picture of the perfect candidate. If you're lucky, you or your hiring manager has filled this type of role before, and you have access to an existing job description fitting your needs. If you *are* able to use an existing job description, you should make sure it's as complete as possible. This is especially true when it comes to:

1. The necessary responsibilities of the position.

2. The skills which are *absolutely* required for a candidate to be able to perform the job.

Being a perfectionist in this process can make you blind to some wonderful surprises.

It's crucial in both of these areas to separate which items on your list are vital and which items constitute a "nice to have". You must understand who your perfect candidate would be to understand your target. Keep in mind, though, recruiting is a dynamic & artistic process, so keep your mind open! A rigid job description packed with requirements can tend to slow down and clog a search. Being a perfectionist in this process can make you blind to some wonderful surprises. A flexible, well-designed description helps open your eyes to new possibilities. It can help you identify a great fit for your company that might otherwise have been missed.

Asking the Right Questions

If you are developing a job description from scratch the worksheet below will serve as a helpful guide to gathering all of the information you'll need to begin your search 100% in the know. At DyNexus Recruiting, we use this model each and every time we start a new search for a client.

You can download a PDF copy of this questionnaire at http://bit.ly/1pnzr0t.

DYNEXUS CANDIDATE SEARCH KICK-OFF QUESTIONNAIRE:

TECHNICAL/FUNCTIONAL REQUIREMENTS:

1. What is the nature of ERP/CRM work needed from this role? (Upgrade, New installation…)
2. What brand and version of ERP/CRM? (Dynamics AX, Sage X3, etc..)
3. ERP/CRM System Size? (Single site or multi-site and # of seats)
4. Size of project? (Single-site or multi-site and # of seats)
5. Critical skills/abilities needed for the role?
6. Order of importance for critical skills?
7. Skills that would be a "bonus"?
8. Skills that could be learned and bring a candidate up to speed, such as gaining a certification?
9. Order of importance for "bonus" and/or learnable skills?
10. Special module/technology experience focus for this role?
11. Certifications that would be desirable?

TECHNICAL/FUNCTIONAL REQUIREMENTS CONT…

12. Is experience in a comparable brand/technology acceptable?
13. Years of experience desired? (Select a range: 1-3, 2-5, etc.)
14. Specific Industry experience desired or required? (Medical, Manufacturing, International, etc.)
15. Management experience needed?
16. What educational background(s) are you targeting? (Computer Science, Business Administration, Finance, Information Technology, etc.)
17. Any specific pre-qualifying /screening interview questions you would want to include in the process? What will help you determine quickly whether a candidate is knowledgeable and worth pursuing to further rounds of consideration?
18. What sort of subjective qualities are you looking for? What kind of personality fits well with your team? (Independent, self-motivated, team-player, etc.)

POSITION DETAILS:

1. Where is the position located?
2. Can this role be performed remotely or part-time remote?
3. Does it require relocation?
4. If yes, to the home office or will branch locations work as well?
5. What is the percentage and geography of travel required for this role?
6. Will you provide financial assistance to cover relocation expenses?

POSITION DETAILS CONT…

7. If yes, what range of relocation assistance are you willing to offer?
8. What is the geographical range of this search for relocation or remote possibilities - National, Regional, Local?
9. Are you willing to address issues related to work authorization? What statuses are eligible for this role? (United States Citizen, Green Card, H1b Visa, TN1 Visa, etc.)
10. Who is the direct report/point person for this role?

COMPENSATION:

1. What is the salary range?
2. How does the compensation package break down (base, bonus, commissions, benefits)?
3. Are you willing to hire someone on a contract or contract-to-hire basis?

BENEFITS:

What benefits are available for this role? (Medical/Dental/Insurance coverages, Vacation/Holiday/Sick leave, 401K, Profit sharing, etc..)

SELLING POINTS FOR THE CANDIDATE:

Skilled candidates for ERP and CRM technologies are in short supply. In a tight market for talent, employers find themselves needing to "sell" themselves to a potential hire. What are the major selling points for ***your*** *company to a potential employee?*

Try to identify with a candidate's needs. What do you have to offer them? What is exciting about working with your company and where is it headed? Include this information in your job description. It's important that you grab a candidate's attention early. Here are some other questions to consider:

1. What is the potential career path? What opportunities are there for growth?

2. What unique benefits does your company offer?

3. What is unique and desirable about your company culture? What makes it a great place to come to work?

4. Is there anything a candidate can get excited about learning while working with your company? Are you working with cutting-edge technology or a unique industry?

5. What percentage of work can be done at home vs the office? Can you offer flexibility in terms of remote work?

6. How many employees does your company have? What was your annual revenue last year and the projection for this year? (Remember, size can be a selling point whether you are a small or large company. Both have their positives and negatives.)

7. What is the size of the applicable department/team?

8. Is the company publicly or privately owned?

EXTRA NOTES:

QUESTIONS TO CONSIDER IF YOU'RE HIRING A *CONTRACT* EMPLOYEE:

1. Location of contract?
2. Remote option?
3. Duration of contract?
4. Duration of entire project?
5. Possible extension?
6. Contract-to-Hire possibility?
7. Nature of project? (Upgrade, New installation..)
8. Size of project? (Single site or multi-site and # of seats?)
9. Is there currently a PM?
10. Size of project team?
11. Critical Skills/Abilities needed for the role?
12. Special module focus/special technology/experience focus for this role?
13. W2 or 1099? Will the contractor be an employee of us or them?

EXTRA NOTES:

Getting Team Ownership of the Job Description

Once the first draft of the job description is complete, review it line by line with the hiring manager and/or all key members of your team who will interact with the new hire. This is an important step towards ensuring that all pertinent details are included and all unnecessary information is omitted. It's also a crucial step toward building team ownership for your search.

If your team feels like they've had a voice in the process, they'll be more supportive, and having everyone on the same page will help avoid confusion in the interview process.

How Does Your Job Description Compare to the Current Market?

After reviewing with your team, perform some independent research to further validate the position. How does your job description compare to other examples found online? How are your colleagues in the industry shaping similar roles for their companies? Is your compensation in line with the current market? If you encounter any adjustments that need to be made, go back to your team and clarify the remaining questions together.

Free DyNexus Salary Survey

To assist you in your research on compensation, you can download our free, 2014 Microsoft Dynamics ERP & CRM Salary Survey at the link below…

http://results.dynexusgroup.com/dynexus-recruiting-2015-microsoft-dynamics-salary-survey

Defining the Position's "Selling Points"

Even if you've been lucky enough to find the perfect candidate for your position, a hire is unlikely to take place unless they've been "sold" on the position and the company. Because of the high demand for talent in the Microsoft Dynamics marketplace, companies are now in a position where they must consider how to market themselves to candidates. You'll want to highlight **selling points** and **value propositions** about your company in your job descriptions. Here are some ideas on how to discover them . . .

Defining the Position's "Selling Points" Cont…

How can your company help a candidate to grow in their career?

How will you tell that story?

1. Use your own experience with the company, as well as word of mouth among current employees to gather thoughts about what makes your workplace special and attractive. Understanding your company culture can help you define your cultural values and market to candidates who share them.

2. Think about a potential candidate's felt needs and be ready to address them. How can your company help a candidate to grow in their career? How will you tell that story? Give the candidate a clear sense of where the company is headed and how they could grow with it. Present future opportunities for promotion. Highlight opportunities to work on cutting-edge technology. Think about how the size of your company is a benefit to the employee, whether large or small. Highlight the strengths and unique aspects of your benefits package.

3. Augment this information with independent research about your company and industry. Find statistics that can help support your claims to growth and potential.

4. If relocation is a possibility, gather relevant and appealing information about your area (local attractions and activities, housing, schooling, cost of living, etc.)

5. Consider in advance how far you are willing to bend on issues like remote-work and compensation. Use classic negotiation tactics and start small so that you can appear to be flexible later on.

6. In the end, be sure you've made the development of your sales pitch to the candidate as important as the development of your job description. In fact, you'll want to integrate your selling points into it. Your job description is the first place where a candidate will encounter a narration about your company. It becomes one of your most important marketing tools.

Step Two - Writing the Job Description

A job description has three main objectives…

1. **It serves to CLARIFY THE POSITION and the requirements:** This ensures that all parties (the hiring manager, the hiring team and the candidate) share a common and correct understanding of what the search is about.

2. **It serves to GET THE WORD OUT:** A posted position (whether it be on social media, your own web site, job boards, association web sites, etc.) will serve no purpose unless it's posted in such a way that facilitates it being found and read by viable candidates. By creating concise and specific job descriptions containing relevant industry terminology, you increase the likelihood that the right candidates will find your description in their job search. You may also want use those buzz terms as frequently as possible in your description to boost your SEO and make your job come up higher in relevancy.

3. **It serves to EXCITE THE READER:** Now is the time to infuse your selling points into the job description. It can be more than functional. It can be a storytelling tool. The appearance and contents of the job posting make a big difference. As the old adage goes, "you have only one chance to make a first impression." Take the time to make your job description appealing, both aesthetically and in terms of content. It will not only make a good first impression, it will leave a lasting one so don't waste it.

Examples

Below are a couple of examples of effective job descriptions for Microsoft Dynamics. Note how the "selling points" are integrated into the text. Since the second example requires relocation, it includes a link to a video that introduces prospects to a new area of the country.

Job Description Example #1

Microsoft Dynamics SL Implementation Consultant GURU Wanted

Location: Boston, MA
Travel: Minimal/Local

Hey Dynamics SL Guru, how does this sound?

Health & Wellness Programs, A Management Track, 3-Weeks' Vacation in Year 1, Education Assistance, a 6-Figure base salary, a Flexible Work Environment, a Company with Double-Digit Growth for the past 10 years, a Boss & Colleagues that you will actually describe as "FUN". Is this your next job? Read on:

This Microsoft Dynamics SL Gold Competency Partner & Microsoft Super-Service is a leader in providing financial systems & technology services in the NE Region. For almost 20 years, they have relied on a seasoned team of business and accounting professionals to help their clients manage their businesses & organizations more effectively by implementing and customizing financial systems software and refining and improving business processes. The Dynamics SL Implementation Consultant will work in a fun, challenging, and team-oriented work environment, with opportunity for growth into a management/practice leadership role! Candidates must have a strong work ethic, people skills, and a commitment to professional growth. You must be a team player, but an independent learner and producer as well.

Responsibilities:
- Lead implementations of Microsoft Dynamics SL for a large and established client base using a consistent ERP implementation methodology.
- Extract and convert verbal information into useful process and data knowledge.
- Perform data integrations from legacy and external financial applications.
- Analyze and resolve financial and system issues, and communicate an effective solution while working closely with clients.
- Build consensus among teams with varying viewpoints, effectively listen and question, and communicate clearly and concisely both verbally and in writing.
- Provide project management for larger Dynamics SL implementations.
- Effectively manage staff resources to achieve successful Dynamics SL implementations.

Requirements:
- Must be CURRENTLY AUTHORIZED TO WORK in the US
- Microsoft Dynamics SL 2011 ERP Implementation experience
- Dynamics SL Project Series Module Implementation experience
- 5+ years ERP implementation consulting experience.
- 3+ years project management experience.
- At least one of the following Reporting Tools (FRx, Crystal Reports, SSRS, Mgmt Reporter - MR)
- Dynamics SL certifications a plus.
- Previous accounting experience a plus.
- Experience with SQL is a plus.
- Experience with Business Portal and/or SharePoint is a plus.
- Ability to interact with senior management team, IT staff, and clients.
- Ability to assess client's needs and make appropriate recommendations.
- Professional written and oral communication skills.
- Ability to work effectively in a team environment.
- Ability to train end-users and effectively solve problems.
- Attention to project documentation and follow-up.

Example #1 Cont…

Compensation:

- Competitive salary + relocation assistance (to $120K+)
- Full benefit package:
    - Medical, dental and life insurance
    - 401(k) plan with employer contribution
    - 3-weeks' vacation in the 1st year
    - Paid holidays and PTO
    - Health & Wellness programs
    - Education Assistance
    - Relocation assistance provided

Job Description Example #2

Microsoft Dynamics Great Plains Consultant

Amarillo, TX

Looking for that "work/life balance"? Want to work at a company where YOU are the driver and not just a passenger? Our client is nestled in the heart of Texas and was recently named one of the Top-Performing SMB Channel Partners in the U.S. by Ingram Micro. Our client continues to experience exponential growth year over year, and this year they are poised to break an all-time record! If you are looking for a game-changing experience then read on….

Who you are:

- You are a talented consulting professional that has the confidence, aptitude, and pure grit to perform a comprehensive analysis, implementation, and maintenance of Microsoft Dynamics GP.
- You are bright, professional, driven, and want to align yourself with people of like minds.
- Your expertise in Microsoft Dynamics GP is solid and you know how to bring it!
- You deliver the best value to your customer base and your credibility is impeccable.
- You believe in excellence, and thrive in a self-starting environment.
- You are kind of a "technology nut" and enjoy working with all the latest and greatest toys.
- Your integrity and work ethic are revealed in all that you do.

What you know:

- Demonstrated experience implementing Dynamics GP in a multi-user environment
- 2-4 years' experience with Dynamics GP Financials (GL, AR, AP) & Distribution Modules
- Good understanding and experience in SQL creating Queries and data flows.
- 3+ years completing full life cycle from developing a customized roadmap to implementation.

Example #2 Cont…

- Experience creating views & building reports (SSRS, Smartlist Builder, Excel and/or FRx Management Reporter).
- Experienced resource magnet providing guidance, solutions, and maintenance to our Partners.
- Solid understanding of basic accounting principles.
- Experience using 'Integration Manager' & 'SmartConnect', Wennsoft, SalesPad is a plus.

Company Perks:

Our client understands the value of taking care of their employees and offering a progressive, professional, and peaceful work environment with plenty to snack on, and lots of tech toys to keep one busy!

- Almost no travel required
- Fully stocked pantry of snacks and great flavored coffee!
- 3 monitor workstation, laptop and the latest and greatest smart phone
- Excellent benefits including; medical, dental, health savings plan, long term disability, life insurance, 7 paid holidays, and generous paid days off!
- Relocation assistance
- Competitive salary +Bonus
- Casual and fun work environment

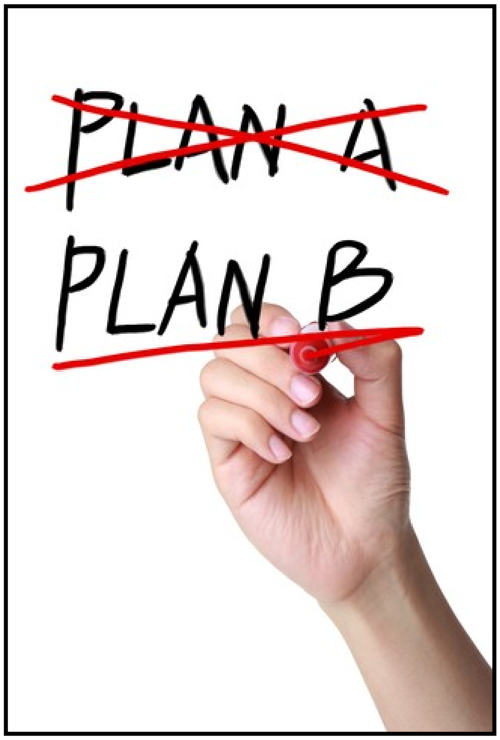
Interesting facts:

Where is Amarillo, Texas and who lives there? I bet you would be surprised to know that Amarillo is home to 2 prominent Astronauts, and American Idol Finalist, dozens of successful writers including a recipient of the Pulitzer Prize! Did I mention they have countless numbers of talented country singers and acting talent from movies you may know and love; “How The West Was Won” and “Singing In The Rain”! If you are reviewing this role and considering a move to become an “Amarilloan” and share in the continued success of this progressive, tech-savvy company, we want to hear from you today. Check out this amazing link and fall in love with Texas!

Click link below:

http://player.vimeo.com/video/22132017?title=0&byline=0&portrait=0

Step Three – Adaptation and Re-Targeting



Adaptation Strategy

Hiring an ERP/CRM professional is a dynamic process. Because today's marketplace demand beats supply, the successful hirer learns to adapt. In a perfect world, the Senior Functional Consultant with the right module experience who lives five miles from the office would respond to a job description, "When can I start?!" In the reality of today's market, the perfect candidate may not be in the ideal geography and may not possess 100% of the experience sought.

The reality of how ***time*** and ***money*** relate to one another in the hiring process makes adaptation a necessity. It's not uncommon for a hiring manager to attempt to avoid a bad hire (and its related costs) by holding out for the "perfect" candidate for weeks or even months. An often overlooked side effect of this tactic is the cost of business lost from a lack of adequate resources. Bringing on a new employee who may need time to adjust or catch up could end up saving time, money, and relationships with your clients in the long run.

An adaptation strategy involves frequent evaluation of the requirements for a qualified candidate. A job description could easily be re-targeted three or more times during the recruitment life-cycle.

Evaluation Tools for Re-Targeting

Now, say you've drafted a beautiful and compelling job description. You've reviewed it, rewritten it and posted/tweeted/disseminated your job to every job board or forum available to you. What if after 7-14 days, you're still not receiving quality responses? Now it's time to consider the following in order to re-target your search.

A little flexibility and creativity can go a long way to unlock new possibilities for a seemingly impossible search, leading you to a great find for your company.

Re-Targeting Checklist

1) Are any of the required skills listed in your job description ones that could be acquired within the first 60-days of being on the job? (i.e. certification, proficiency in a given module, or with a specific industry)

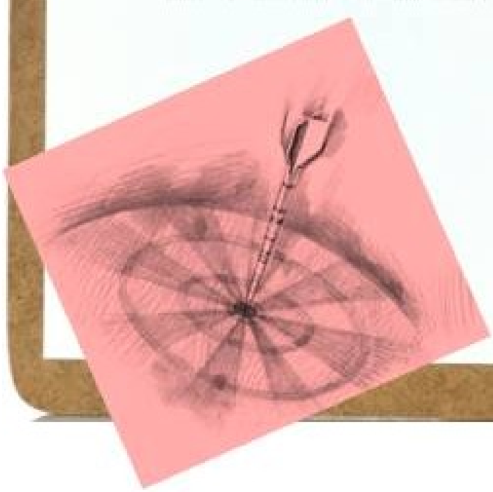
2) Does this position ABSOLUTELY require the candidate to relocate to your home office? Is there a part-time solution? How much "face time" do you truly need for the role to be effective?

3) Is the compensation level being offered for this role in line with current market rates?

4) Is it possible for you to consider transferring or sponsoring an H1b visa? Can you consider candidates on a TN (NAFTA) visa?

5) Would you consider a contract-to-hire option to allow a trial period for both the candidate and your company?

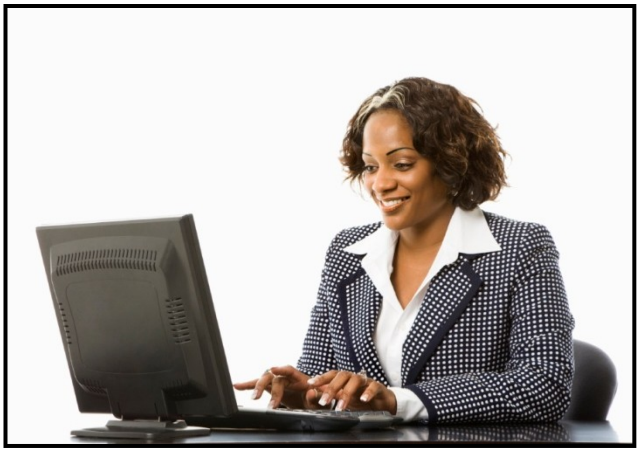
6) Could you hire on a contract basis? Is it more urgent to meet the immediate workload or find a long-term team member?



Stage II – Sourcing Candidates

Step Four – Understanding the Different Kinds of Candidates

The Passive Candidate



A passive candidate is simply one who didn't ask to be found, at least so far as you can tell. They aren't actively seeking new employment, but they may be open to the right opportunity. Passive candidates come from personal databases, profiles on LinkedIn, professional networks, associations, bios found on company websites, or other reference-style sources of information.

These are obviously the most difficult kinds of candidates to win over and sell on moving to a new position. However, in a high-demand market for talent like the one for Microsoft Dynamics, nearly all candidates are passive. Other kinds of talent searches might save this resource for a later stage in their process, but a successful search strategy for ERP/CRM professionals must include efforts to reach out to this category right away.

Advantages

There's a case to be made that these are arguably better candidates. They are successful and gainfully employed. Also, by reaching out to your lists of passive candidates, you often identify those who are actually searching for a new role and might have been missed.

Disadvantages

In most cases they aren't looking for employment. Worse yet, many who respond are simply keeping a casual eye open for a better opportunity, and a lot of time can be lost working with candidates who are simply testing the waters.

The Active Candidate

Active candidates are identified because they are actively present in the job market searching for work. For instance, they are active on a job board, or they respond to a job posting with interest.

Advantages

They are available and openly looking for a new position.

Disadvantages

There might be an undesirable reason why they have found themselves without work. Also, active candidates in the ERP/CRM industry are often being courted by multiple recruiters if not a legion of them. In some ways, your task becomes even harder to sell them on a job as they are hearing attractive offers from many directions. Valuable time can be lost as they leverage one opportunity against another.

The Referral

This is often where the rubber meets the road in a search. Most people are relatively comfortable calling active candidates who express interest; most are even comfortable in reaching out to passive candidates who post their resumes on databases; far fewer are comfortable with aggressively asking for referrals.

Here's a rule: If you locate someone in the right domain and you don't aggressively ask them for referrals, you need to turn in your "recruiter card." **Doing this right is one of the single most important steps both for finding candidates to meet your immediate needs as well as building your network of contacts.**

Always ask the question, "Do you know anyone who is looking?" At DyNexus, we also offer a reward for referrals if they lead to a successful placement.

Advantages

Who doesn't love a great lead?

Disadvantages

There's a temptation with referrals, especially in a tough search, to put too much stock in a lucky find and overestimate its value. There's a good chance that the referral is being courted by multiple recruiters. It's also easy to assume that a referral is more qualified than they may actually be. A referral needs every bit as much scrutiny as a stranger does.

Step Five – Job Boards

How to Use Job Boards in the ERP/CRM Market

In theory, job boards are a wonderful idea. It should be simple.

1) You put up an ad.

2) Someone comes and sees it.

3) They come to you.

The result: everyone is connected, easily and harmoniously. In some industries this can work well, but in the reality of the ERP/CRM market, it requires a lot more work and a strategy.

The problem with using job boards to recruit for ERP/CRM is that our talent pool defies one of the basic principles of the boards. They assume people are coming to look for work, but in a market where most of the candidates are already in demand and being pursued, there is little incentive to go searching.

The boards are aware of this. They're all trying to roll out programs and add-ons that give their users a reach that extends out to social media beyond their boards. If anything else this should signal that the job boards are not an endgame solution. They can, however, be a good tool to have in your belt.

The problem with using job boards to recruit for Dynamics is that our talent pool defies one of the basic principles of the boards. They assume people are coming to look for work.

The hard truth is, recruiting Dynamics talent requires an active hunt on your part, and waiting on a response from job board ads will cause you to lose a lot of valuable time. There is one thing, however, that will always be true, giving them value. They are a source of information, and the candidates you find on them will tend to have the most complete profile in terms of contact information. When searching for candidates outside of job boards, email addresses are easy to find. Phone numbers, especially when nearly everyone uses a cell phone, are a rare premium and are usually available on a job board profile.

How to Use Job Boards in the ERP/CRM Market Cont…

There are boards of every shape and size now. There are the vast, general boards like Monster, more specific boards like Dice for technical roles, and there are very specific, niche boards like Dynamics Careers. Each one has its' strengths and weaknesses. A big board like Monster offers more information, but it has to be sifted, and the number of inappropriate applicants increases. Smaller boards have more finite pools of information but more accurate search results. Mixing the broad and the niche can help you get a "multi-angle" view of the market.

It's a big decision to determine how to use these resources. Each board represents thousands of dollars in investment each year to use their services as an employer. At DyNexus, we have changed our strategy of how we interface with the job boards. We are using them primarily as search engines and have stopped purchasing ad space on the sites. This saves a substantial amount of money, which we have diverted to posting targeted ads on social media to get the word out about our jobs. The key is to put your money, time, and resources into being where people are gathered and actively communicating.

How to Search the Job Boards

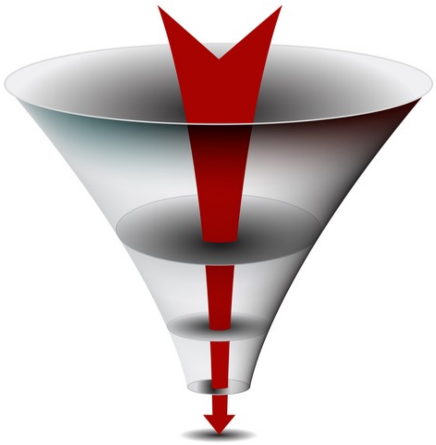
It's a fair claim for a job board to say they have saved you a lot of time and effort in gathering together a large pool of candidates. However, there aren't a lot of shortcuts when it comes to searching their database. It just takes time.

It takes time because it takes experimentation. Creativity and flexibility are everything in a job board search. The worst thing you can do is try one search and beat it into the ground. Every approach you take, every time you change any aspect of your search parameters you are going to bring out different results from the database.

Above all, here's why experimentation is so important. There are very few standards for how people format their resumes, and there are even fewer standards about what information is important to include, especially on the functional or sales side of the industry. It takes experimentation to open up new pathways to the people you're looking for.

It takes experimentation to open up new pathways to the people you're looking for.

Guidelines and Tips for Searching Job Boards



If you start broad and then experiment by adding and/or taking away terms you'll be able to hone in on your target.

- **Use the "funnel approach".** Start broad and then narrow your search – The temptation in searching for candidates is to put all of your requirements into one Boolean string or set of search terms. But remember, every criterion you add eliminates possibilities. If you start broad and then experiment by adding and/or taking away terms you'll be able to hone in on your target.

- **Don't get "filter-happy".** The same thing applies to all of those nifty filters you find in advanced search screens – age, education, job title. Be aware that every time you use those you are eliminating possibilities, so use them sparingly and strategically.

- **And yet, do play with the filters.** Use them in varied combinations to bring out different results. Just don't use them all at once.

- **Prep for the search.** Review your job description and pinpoint the few deal breakers you actually have in terms of skill set, work authorization, and salary, etc. Keep that list by your side and run that quick checklist as you screen candidates to help keep things moving quickly and consistently.

- **Use the job board in concert with other resources.** Is the profile you found a few years old? Look the person up on LinkedIn to see more recent information. Looking for other ways to reach them? Look them up on Twitter or Facebook.

"Site:"

When you try to find someone on a social media site like LinkedIn, Facebook, or Twitter, their internal search engines run algorithms based on your established connections within the community. This can be helpful, but it becomes restrictive when looking for someone you don't know.

Get around those restrictions by searching the site externally from a search engine like Google using the "site:" command. By adding the person's name, location, former employer, college, or other identifiers you have a good chance at finding them.

Example: site:linkedin.com "john smith" AND (Chicago OR Illinois) AND "Chicago tribune".

Guidelines and Tips for Searching Job Boards Cont…

- **Dig into the past.** This is often missed. Try shaking up the "freshness" of the records you're looking for. People usually only search for recent records. Rather than just searching the last week to 30 days, why not go all the way back into the database? If you're thinking of the job board as an active community, it makes sense to look at recent records only. If you're using it as a database, the field is wide open, and any find is fair game as a possible passive candidate.

- **Look for "golden search terms".** A "golden term" is one that is truly unique to the job you are searching for. For instance, the programming language for Dynamics AX, "X++", is almost completely unique among resumes. "Dexterity" is similarly unique in searching for Dynamics GP talent. "Consultant" or "developer" can show up anywhere. (Note that development languages often need to be placed in quotation marks in a search string to be effective. The quotes cause the engine to search for a specific term, i.e. "x++" or "c#" or "c++".)

- **Conversely, some search terms that seem specific can be more distracting than helpful.** When using "sql" to search for functional consultants, one tends to end up with far more technical resumes popping up. Time and experience will reveal trouble spots like this.

- **Confidential isn't always confidential.** See a good candidate listed as confidential? Click anyway to take a look. They often leave contact information on the resume which was uploaded to the system.

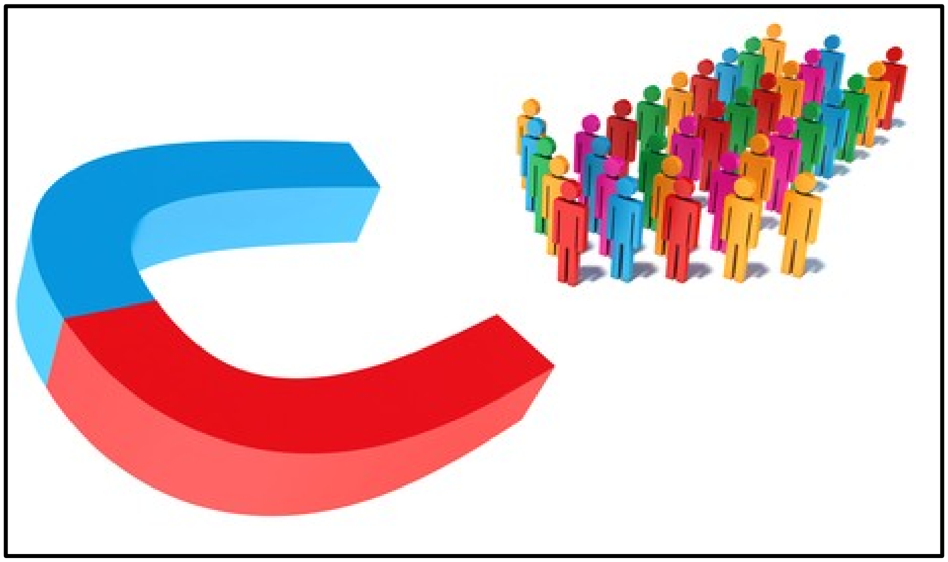
- **Percentages don't mean everything.** Nearly every job board shows a "percentage match" of some kind for how well the profile you're looking at matches the search criteria you entered. You can find amazing fits with dismal percentage matches. However, you can begin to experience diminished returns. If you're starting to spin your wheels deep into the search, let it go and shake things up again.

One final advantage of job boards.

Finding a candidate on a job board does offer you a nice legitimacy and entry point when you contact a candidate. Instead of feeling "hunted" they will know that they placed themselves there to be found. Hopefully, this leaves them more open to conversation, or at least a polite decline.

Step Six – Sourcing on Social Media

The Art of "Inbound Sourcing"



We began our discussion on sourcing with the traditional pathway, job boards. That alone is a strange statement, since the "tradition" of job boards is hardly old enough to be considered as such, but the fast-changing rules of the internet cause the "tried and true" to rise and fall quickly. It leads one to wonder. "What won't go away? What's going to change next?"

There's one thing that isn't going to change anytime soon about the ERP/CRM market. Talent is in demand, and they have to be hunted.

Or do they? Why settle for the job boards as a mediating hub? What if candidates could come directly to you? If the goal of a successful marketing strategy is to have a strong feed of "inbound" sales leads, shouldn't it be the same for sourcing? Shouldn't our goal be to have an "inbound sourcing" program?

If the goal of a successful marketing strategy is to have a strong feed of "inbound" sales leads, shouldn't it be the same for sourcing?

The need for the hunt isn't going away, but a successful sourcing strategy should live in the tension between outbound and inbound sourcing. The inbound half is based on one thing that will never change in the digital world regardless of the mechanics of how it takes place. **People need community.**

There is an opportunity within social media to become a recognized member of a community. If you can establish the right identity, you can become a recognized solution to a problem when passive candidates become active. If they see you as a valuable, contributing member of your industry's online community, they are more likely to come to you.

From Networks to Communities

One of the assumed benefits of hiring a recruiter is that they have dedicated time to building a strong network of candidates. And yet, we often hear this in sales calls to people in Dynamics management. "I have a pretty good network of my own in the industry. I should be able to fill this role myself." That may be true, but it still reflects the idea that someone is going to go "hunting" regardless of the list they use.

The classic image we have of networks is the rolodex: a linear list of contacts, a phone book, a resource. It is finite, and it sits quietly and immobile until used. It is information.

It's past time to take a sledge hammer to the rolodex and surrender the idea of a business network. We have to move from being contact collectors to being part of a community.

Here is the golden rule of social media. It is also a rule about being part of a community that has never changed. "You get what you put into it."

Networks are established to serve their owner.

Community is established for people to serve each other.

To be successful in Social Media, you must re-form your identity to that of a contributor. There's no illusion in social media that business is business and personal gain is a goal, but someone who uses it solely for that sticks out like a sore thumb.

There's no one way to do this, but the essential path is to contribute. Offer valuable insight. Comment on other people's posts. Like, follow, and encourage others. Activity and contribution bring legitimacy and credibility which leads to something much more important – real connection and relationship.

Community Takes Time

It becomes very hard for anyone at a management or ownership level to justify time spent on social media networks when the ROI can't immediately be seen. It's a long-term investment, and there always seems to be a more urgent task before us. But a slow, consistent build of your presence online can bring great dividends later on.

Community Takes Time Cont…

Imagine this. After being a contributor of helpful information to your industry's community for several months or several years, you suddenly ask for help. You have a need for a Senior Implementation Consultant. He or she may come to you out of this community, saving you incalculable investment of resources and finances searching for one.

A strong network can bring you a good list of targets to hunt.

A strong community could bring someone inbound to you.

It's an easy thing to lose track of your community of past clients in favor of the needs of the present or the search for the new. The same is true of sourcing and hiring.

The strategies played in social media are familiar and common-sense. We all know that relationships are the real currency of business, but we often miss the resources available online to build them. The good news is that everyone who has been in business has a good starting place in social media. Your current contacts are the beginning of a community that will grow far beyond your normal reach.

There are an awful lot of plates to keep spinning when you're running a business, but keeping one aloft dedicated to being part of the online community in your industry can pay off in the long run. Do you have time dedicated to this?

The hunt isn't going away, but the less time you spend outbound, hunting for an employee, the more money you make. Bring balance to your hiring strategy. Building community builds an inbound sourcing program.

Important Notes to Consider About Building Community

- Before you dive in too far, it's wise to do some research on how the different social media sites vary in their culture. Each site has its own etiquette and requires a different approach.
- There are great tools available to help you manage your presence online and automate some of your posting and content such as Hootsuite, Sprout Social, or Sendible.
- You may find dividends by reaching out on social media as your company, but you're likely to make much better progress as yourself, in your individual profiles.
- You will greatly accelerate your progress by utilizing the ad capabilities of social media sites to "boost" your presence, gaining a greater reach for your content and presence. It's a tough reality for business leaders that has changed over the past few years. Social media sites are crafting environments where it takes money to get ahead.

How to Search Social Media for Candidates

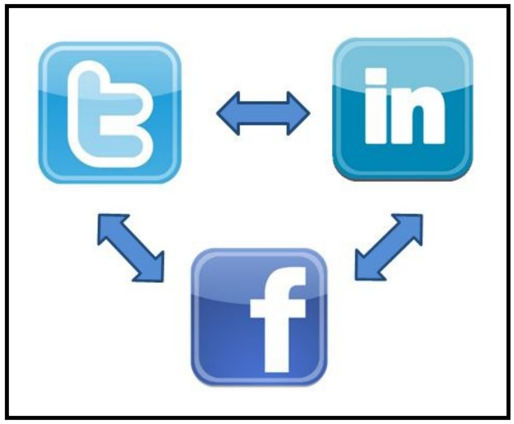
Now, having spent time on the need for community, let's return our conversation back to the hunt. We've discussed searching job boards, but searching social media is a unique venture. Whether you're searching for candidates or for new "friends" and "followers" for your community, you'll need to master these environments.

For all of our understanding and mastery of internet technology, it's still hard for us to think the way the internet does. In terms of sourcing, we still tend to think in a linear fashion. We find one candidate, and then back up to begin our search again from its starting point. It's easy to approach sourcing on social media as if we're pole fishing instead of fishing with a net.

The simple, old image of the "web" is incredibly useful in sourcing. Everything is deeply connected. Each profile in a social media platform is deeply connected, and the platforms are connected to each other.

Each candidate you find on a social media search
is not a single discovery
or an end in itself.
Each individual profile is a treasure map
with a wealth of information
and possible links to more.

Social Media Search Strategies



- Remember that none of these social media sites are a silo. They are deeply connected. Think of the whole playing field and how one site can add to the information you found on another. For instance, if you find a prospect on Twitter, you can learn more professional detail about them on LinkedIn. If you find them on LinkedIn, you may have better luck contacting them on Twitter or Facebook.

- Here's a simple, very effective strategy that uses the different sites together. Facebook and Twitter require more technical approaches in general to search for candidates. LinkedIn has a very friendly "advanced search" function with a number of different criteria. Try searching for candidate profiles on LinkedIn, but use Twitter or Facebook to try and reach them, because those are more active channels of communication.

- Look at a LinkedIn profile. If you find one appropriate candidate, there are innumerable clues where to look next. There's a "people similar to" option. There are people who offer references on the candidate who will be in the same field. There are the candidate's own connections which should lead to people of similar skills. There are the companies where a candidate has worked who would likely have other employees with the same skill set. There are groups the candidate has joined with people of similar skills.

- Look at a Twitter profile. Who is the candidate following? Who is following him/her? Who's on their list of favorites? Who is showing up on their Twitter feed?

- Consider searching beyond the "big three" social media sites. Google Plus is a growing resource. YouTube has its own community of developers posting training online. Sites like Slideshare contain presentations and documents by ERP/CRM professionals. Meetup.com and other event-based groups gather people together by interest. IT people have forums and gather together on sites by common interest. Search major blog sites like Wordpress. Wherever people are gathering, social media is taking place. All you need to find is a name, and you can take the search back to LinkedIn to find more information.

Search Tips for Social Media

- **LinkedIn Advanced Search** - Approach a LinkedIn advanced search in the same way we recommended searching on the job boards. Try a broad, basic search. If the results are too unwieldy or not specific enough, add more search terms or filters and narrow it down. Don't forget the useful tools in Linked that help you search regionally.

- **LinkedIn Search Filters** - In LinkedIn's advanced search you have the option to filter your search by items such as job title, skill set, or interest groups. Just remember this as you use the filters. Everyone sets up their profile on LinkedIn differently and includes different kinds of information. Combining too many filters at once on a LinkedIn search can tend to be too limiting. In fact, LinkedIn searches tend to work best trying one filter method at a time to reach different results. Try filtering by job titles, then by interest groups, and so on.

- **Getting Around LinkedIn's Limited Access** - LinkedIn - LinkedIn rewards you with deeper access to its database as you build deeper connections and/or pay for it. If you have the free account and/or aren't deeply connected and keep finding partially blinded profiles or names, take the info you have out to a Bing or Google search, such as a partial name, location, job title, etc. A simple search should allow access to full names and the record. Also, use the "site:" command as explained on page 28.

- **Leveraging Twitter's Ad Platform** - Try this trick in Twitter. Go into their ad system and pretend you're going to set up a Twitter ad. If you choose to target the ad by "interests and followers" you will go to a set-up screen that lets you target your ad based on people who follow specific users. For instance, when setting up an ad I use @msftdynamics. Now, if you have a candidate you've found, "@dynamicsaxguy", you enter that and the internal search engine will begin to suggest other users with a similar profile and interests.

- **Experimenting with Twitter and Facebook** - Twitter and Facebook don't offer as robust a search system as Linked, and it's likely you will need to do a "site:" search as mentioned above in the job board section. Both sites can be problematic for locating individuals. Twitter feeds with the right search terms attached tend to be run by companies rather than individuals. Facebook is more commonly used for personal communication rather than professional. People don't offer as much detail about their professional life or experience on these sites, so there are fewer search terms to locate. This is why we usually recommend locating a candidate on Linked and using the other platforms for communication. However, a little experimentation can still offer good results. If finding individuals proves hard, use other strategies. Remember, locating a company on Twitter could lead you to several good candidates who work there. Finding an interest group on Facebook could lead to a community of developers.

Search Tips for Social Media Cont…

- **Searching According to Each Platform's Unique Content** - Think about the content of the site you're after when using this kind of search. LinkedIn has people's professional profiles and often you can search by specifics, such as detailed job titles. Twitter and Facebook profiles are less likely to have a specific job title like "Dynamics AX Developer" and in fact searching that way on those sites tends to turn up a lot of job postings and ads. For Twitter and Facebook, think as if you're targeting their conversation/posts instead of their profile. What would your role be talking about online? What programming languages, modules, certifications, issues, unique acronyms, and abbreviations would they use? Search those to find the right conversation and you'll then find the right person.

- **Paying Attention to Profile Formats** - Look at how profiles are set up to learn how to search them. For instance, a LinkedIn profile won't just say "Denver". It will likely say "Greater Denver Area" and a search string using that phrasing will be more successful.

- **Searching with Hashtags** - For a Twitter search, observe which hashtags are popular and add them to your search string. (i.e. #msdynamics). Hashtags are also referenced on LinkedIn and Facebook posts.

- **Using "Golden" Search Terms** - As mentioned in the job board section, try to find "golden" search terms specific to your role.

- **Using Social Media Search Engines** - Another way to do an external search of the social media sites is to use an aggregate search engine like IceRocket.com. It lets you search and find out who's talking about any given subject on social media. For example, you could enter an ERP/CRM specific search term like a brand name or a coding language, and it would show you who is currently talking about the topic. There's a good chance they could lead you to potential candidates.

Filtering Out Job Postings

In any boolean search for candidates, eliminating a few words can be as invaluable as including them. The most common problem in searching for candidates is that the job titles you are searching connect to a glut of job postings, clogging the results you see on the screen. If you have a lot of "static" in your search, look for words that keep popping up. For example, "Job", "apply", "hiring", or "submit" come up a lot on job postings so add "-jobs, -apply, -hiring, -submit" to a search string. The minus sign tells the string to omit those terms. The search term NOT will do the same (Example: "NOT apply", etc.)

There are also more specific commands you can use such as "-inurl:" and "-intitle:" to further refine your search according to where distracting search terms are showing up in your results. (Example: "-inurl:(job OR hiring)". However, the simpler search terms listed above are usually effective. (NOTE: the "inurl:" command won't work in Bing.)

Search Tips for Social Media Cont…

- **Examples** - With all of that in mind, here are some examples of how you might search for a Microsoft Dynamics AX Developer in New York. In the LinkedIn Boolean string, we noticed that a term "jobs2" kept turning up in the Linked URL's for job postings. Discovering that specific term helped filter out a great deal of job posting "noise".

  LinkedIn – site:linkedin.com AND ("dynamics ax" OR axapta) AND "x++" AND "greater new york city area" –"jobs2"

  Twitter – site:twitter.com AND ("dynamics ax" OR axapta OR "x++") AND "new york" AND ("#msdynax" OR "#msdynamicsax" OR "#axug")

Tips on Searching for Contact Information

Most social media platforms offer you a way to communicate and make an introduction to a candidate. However, it's likely you'll want to locate some additional contact information. Fortunately, viable email addresses tend to be easy to find.

- Here's a hint on LinkedIn. Check the whole profile. People often bury contact information near the bottom of their profile.
- There's a simple trick to find email addresses "*@whatever.com" (with the quotes). The asterisk is a "wild card" command for Google and Bing. Using it along with an email domain can help locate different examples of the email format a company uses. As you scan the search results you should be able to see an example of "john.smith@whatever.com" or "jsmith@whatever.com" etc. Most companies use a consistent format, and if you see multiple examples of it there's a good chance you've found it. You can try throwing in a first or last name to try and locate the actual address as well. ("*@whatever.com" AND john).
- You can use mailtester.com to see if you've found the right address. It lets you test whether an address is legit without actually sending the message first. When it works, it's great. Often you'll get an inconclusive result and your "best guess" based on your search results will have to do.
- Phone numbers are a beast all their own. Thankfully it's still hard for people to find our cell phone numbers. This backfires, of course, when you're on the other end trying to reach candidates. Work phone numbers are easy. Personal numbers are hard and often not worth the effort.

The Impossible Dream

Stage III – Screening Candidates

Step Seven - Evaluating Resumes

As you are sourcing for candidates, you will have taken at least a basic look at a candidate's resume to see if they're a potential fit. When you've reached the point where a candidate has responded with interest, you will be preparing to conduct an initial screening interview with them. Take a deeper look and match their resume point-by-point to your job description. This part of the process is a wonderful opportunity to figure out what information you're missing.

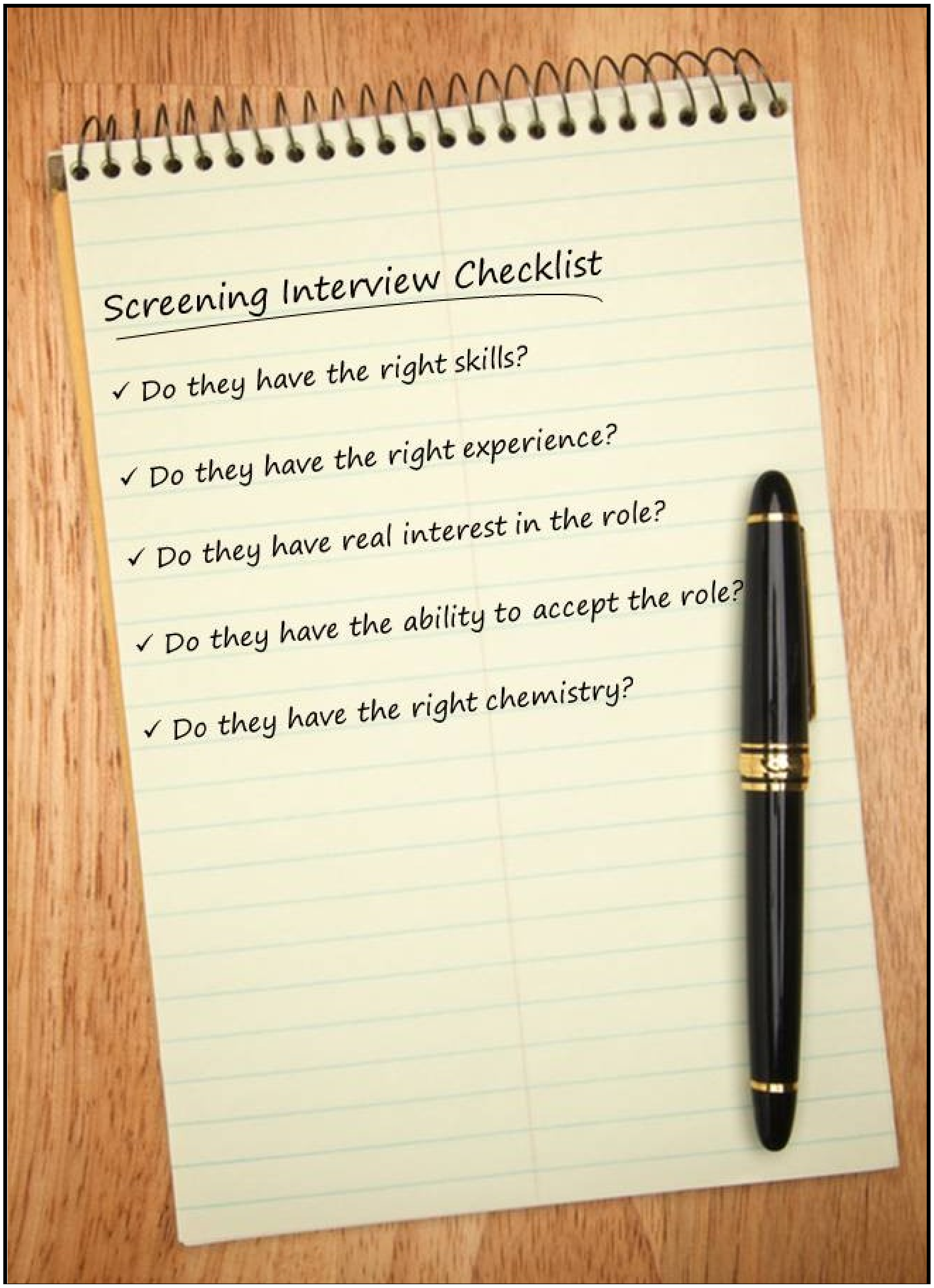
Be wary of rejecting a candidate based on the first resume you have available. At this stage of the game, as long as a candidate is a basic fit there's every reason to think that they might have more information available on the specific skills or experience you require. Resumes sourced online are written for many different purposes, and often a candidate has several versions out there highlighting different skills. Furthermore, there are few standards as to what information is crucial on functional or technical resumes, and their formats vary wildly.

So, use this moment as a time where you can organize your thoughts for the interview. What do you know about the candidate and what questions will help to go deeper into the experiences and skills listed on their resume? What do you still need to know? Are there any "red flags" on the resume you need to address such as a gap in employment or skills that seem outdated on paper?

Be wary of rejecting a candidate based on the first resume you have available. Resumes sourced online are written for many different purposes, and often a candidate has several versions out there highlighting different skills.

Step Eight – Conducting Screening Interviews

Once you've compiled a list of questions from reviewing their resume, this checklist can help make sure you've covered your bases. Here are the issues you need to resolve in this initial interview to be sure you don't waste your time or theirs.



1) Do they have the right skills?

Evaluating as a Team

This question of skill seems obvious, but the methodology you use to answer it is crucial. This is a subject that should be discussed with your team. They should help you determine the benchmarks for a strong candidate. This gives them ownership in the process and a chance to help figure out what information you're missing. Though it takes time to get a team involved in the conversation, the benefits far outweigh the negatives. Bringing your team along early in the process is much, much easier than dragging them along later on.

You need to know what skills are needed, but you also need to know what skills are priorities. What is most crucial? Every company begins their search for a dream candidate, but reality eventually shows its face and there is always a degree of give and take. If your team comes together to decide what is vital, they will understand and support the decision you make in hiring your candidate.

Furthermore, there may be a member of your team willing to "mentor" a candidate in an under-developed or missing skill. You may have the time and resources to offer the candidate who is perfect in all other ways training fill in a gap. Teamwork and creative thinking can open up many possibilities in the hiring process.

The other crucial way your team can get involved is to help you develop "litmus test" questions for the candidate. What is a series of questions you can ask that will help you measure their skill level. What sort of examples or samples of work would be helpful to see?

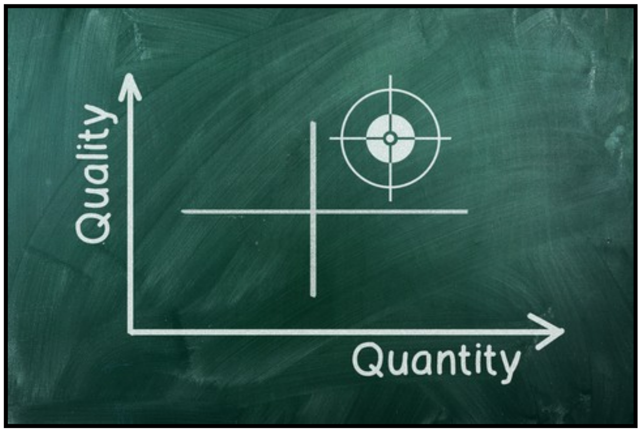
Tools to Measure a Candidate's Skill Level

There are several ways to know if a candidate has the required skills:

1. Can they converse knowingly about these skills?
2. Can they produce examples of their work demonstrating these skills?
3. Have they recently performed tasks requiring these skills (and this can be verified)?
4. Do they have viable references who can knowledgably attest to these skills?
5. Can you (or someone on your behalf) conduct an adequate "technical" interview and/or series of tests?
6. Do they have degrees or certifications from reputable sources attesting to their skills?

2) Do They Have the Right Experience?

This is a very different question than the first. Proof of skills doesn't necessarily mean that the candidate has the ability to perform the job requiring these skills at the level, or with the required "finesse" necessary for a particular job.



Quantity

Quantity can be trickier than it seems to measure. Candidates in the ERP/CRM fields often work on a wide diversity of projects, often short-term, in a variety of roles. Some candidates have a nicely concentrated period of experience relevant to your job description. Others have applicable experience scattered throughout their career.

Quality

Questions such as the complexity of the problems worked on, the level of autonomy or teamwork, the amount of work actually completed, and other such factors can shed a vital light on the quality of experience that's been gained by the candidate.

3) Do They Have Real Interest?

In this evaluation of skills and experience, it's easy to lose sight of a more subjective but basic question, **"Why do you want this job?"** The answer to that question and how prepared the candidate is to answer it will reveal a lot about his/her motives.

Certain conditions make it more difficult to gauge genuine interest, such as when a candidate is out of work or anxiously looking for a job because of an unsatisfactory situation at their current company. Often it takes follow-up questions and further conversation to evaluate the candidate with more clarity.

In this evaluation of skills and experience, it's easy to lose sight of a more subjective but basic question,
"Why do you want this job?"

"Why do you want to work **here**?" is an obvious follow-up question, but it's also an opportunity. This will certainly show you if they have researched or shown interest in your company, but it is also a chance to sell your company to the candidate. Don't mistake this moment as a time when they are merely supposed to impress you. This is a chance to find out what the candidate is really looking for – to listen actively and respond with the ways your company can meet those needs. In fact, in a tight market for talent an alternative question might be "How can we help you with your career goals?"

4) Do They Have the Ability to Accept The Role?

There are several circumstances that can restrict a qualified, interested, and desired candidate from accepting an offer of employment. To avoid wasting time, it's very important that you resolve these issues early in the qualification process. There are few things more frustrating than having gone through the entire process of finding, qualifying, and presenting a candidate, having made an offer of employment, only to discover that for one reason or another he/she is unable to accept. The way to avoid this is to discuss the following with the candidate, and to make sure the answers are true and complete.

1. **Citizenship/Visa** – Some positions, mostly defense-related, require that employees are full citizens. Most other companies require that employees have a valid visa/work permit. Be sure to get specifics on the unique criteria of their visa regarding a change of employer, potential for renewal, and time remaining.
2. **Relocation** – This conversation is worth spending some time on. It can be hard to determine what factors are "deal breakers" for a candidate. They often put off serious conversation with family and serious consideration of the topic until they feel confident about the role being more than just a possibility. Try to get the potential issues on the table early in the process. Try to determine what issues are a true obstacle rather than a topic of fear and concern that you can address.
3. **Spouse/Family** – More than once we have had candidates who were willing to accept an offer of employment, but family issues ended up preventing it, such as a spouse's unwillingness to relocate, children in schools, and the need to care for an elderly/needy family member.
4. **Legal/Financial Situations** – Could include criminal/civil judgments, divorce terms, or custodial terms.
5. **Non-Compete** – A candidate may be restricted by a non-compete clause from a prior employer.

5) Do They Have the Right Chemistry?

At this point, in an initial interview, you can only begin to assess this quality. Generally, this issue of chemistry and culture-fit is left to instinct and a gut-feeling, but there can be a way to partially measure this element.

If your team hasn't had a conversation about culture, a new-hire is the perfect time to do so. What are the words that define your company culture? What qualities do you have in common and which do you value the most? Is it dedication and hard-work? A sense of humor? Does your team thrive on competition or collaboration? Are you people who challenge

Do They Have the Right Chemistry? Cont…

one another or encourage one another? Understanding your team's culture and values can go a long way to help you assess a potential fit.

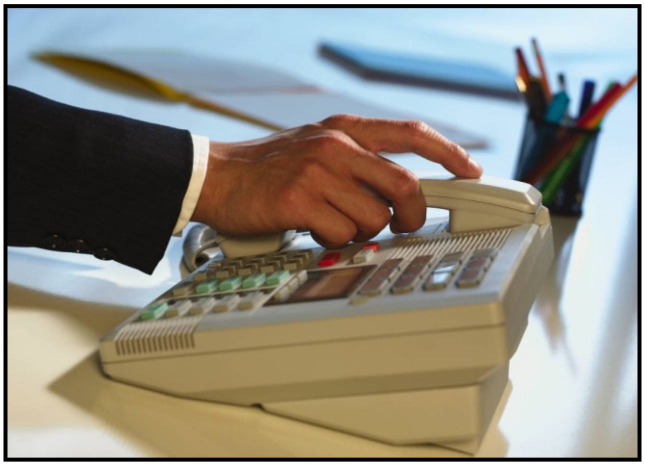
In the end, the candidate's best attribute could be that they are nothing at all like the rest of your team in personality and values. They may bring something missing to the table.

As the interview process moves forward, it can be invaluable to engage your team in the process. There's no easier way to assess culture fit than to observe the dynamic in action.

Preparing for the Screening Interview

Here are some steps to consider for your process as you prepare and conduct an initial screening interview:

1) Start out with comfortable conversation, both to establish a relationship with the candidate, as well as to see how he will respond under "normal" working situations.



2) Discuss issues such as the candidate's interest in the job and ability to accept the role.

3) Review the resume vis a vis the job description to get expansion/clarification of the candidate's experience and whether it can provide you with the skills you need.

4) Delve in great depth into the most important/relevant experiences. Have the candidate take you through important projects in detail. Seek out anecdotes to make sure that he/she has really performed the work as opposed to just having working knowledge about how the work is done. See if the candidate really "walks the walk."

5) Because ERP/CRM implementations are so complex, walk candidates through their entire responsibilities with regard to the projects they were involved in. Determine what their main focus really was and what they actually did. Gather dates, milestones, SOW's, completions, complications faced, etc.

Preparing for the Screening Interview Cont…

6) Discuss any unresolved issues from the notes you have taken. Have you answered these questions to your satisfaction?

   - Do they have the right skills?
   - Do they have the right experience?
   - Do they have real interest in the role?
   - Do they have the ability to accept the role?
   - Do they have the right chemistry?

7) Since so many resumes are written generically, make sure that the candidate provides a new resume that's more complete or properly focused on the requirements of the job description. Additional information (references, work samples, etc.) might also be helpful/required.

8) If additional information is needed, ask for it, and schedule a subsequent interview. On one hand, don't burden your candidate with requests for information that you could provide yourself. On the other hand, if the candidate balks at providing information that will make him a more viable candidate, it could be a warning sign.

Tools to Help with an Initial Screening

Resume Addendum

You can download a PDF of our Resume Addendum worksheet at http://bit.ly/1A3Owgr. We use this simple, basic form in our screening interviews. When we conduct screening interviews, we literally walk through the candidate's entire job experience as listed on their resume from start to present. Many of these questions get addressed in that process, and we deal with the unanswered questions at the end. There's much to be learned about a candidate in the way they narrate their experience with other companies and their reasons for leaving.

Reference Check Interview Form

You can download a PDF of the form we use to guide our reference check interviews at http://bit.ly/16ZHsb5. A tool like this helps you to maintain a check on a candidate's background that is thorough and consistent across each conversation.

You can see samples of these tools on the following pages.

DYNEXUS RESUME ADENDUM

CANDIDATE:
JOB:

Current Residence:

Company: **Position:**
Dates: From / to /
Salary/Target:
Details:
Reason for Leaving:

Company: **Position:**
Dates: From / to /
Details:
Reason for Leaving:

Company: **Position:**
Dates: From / to /
Details:
Reason for Leaving:

Company: **Position:**
Dates: From / to /
Details:
Reason for Leaving:

Company: **Position:**
Dates: From / to /
Details:
Reason for Leaving:

Company: **Position:**
Dates: From / to /
Details:
Reason for Leaving:

CITIZEN?: **IF VISA, 1ST or 2nd & how much time remains:**
WHEN CAN YOU INTERVIEW?
WHEN CAN YOU BEGIN EMPLOYMENT?
HAVE YOU/ARE YOU APPLIED TO THIS COMPANY?

DYNEXUS REFERENCE CHECK INTERVIEW TEMPLATE

Candidate Name:
Job Reference:

Reference Name:
Title:
Company:

E-mail:
Telephone:

Section I: Introductory and Background Questions

1. How long have you known the candidate?
    -
2. Did you work with him/her? Does he/she report to you? What was the working relationship?
    -
3. Did you hire him/her?
    -

Section II: Qualifications/Abilities

1. What were his/her most important areas of responsibility?
    -
2. What do you consider to be his/her primary strengths?
    -
3. In what areas might there be room for improvement?
    -
4. What were his/her most significant accomplishments in this position?
    -
5. How did his/her performance compare with his/her peers?
    -
6. What is your overall impression of his/her competence in accounting and finance?
    -

DYNEXUS REFERENCE CHECK INTERVIEW TEMPLATE Cont…

7. What can you tell me about his/her experience with (RELEVANT ERP SYSTEMS)?
    -
8. What can you tell me about his/her experience in the role of (JOB TITLE)?
    -

Section III: Administrative Skills

1. How well does he/she do at prioritizing time and tasks?
    -
2. How does he/she react to problems?
    -
3. How does he/she react to change?
    -

Section IV: Personal Qualities/Values

1. What excites or challenges the candidate?
    -
2. What do you think he/she considers to have been a notable achievement/success?
    -
3. What discourages or frustrates him/her?
    -
4. What do you think he/she considers to have been a notable disappointment/failure?
    -
5. Is he/she a leader? Does he/she inspire confidence?
    -
6. How does the candidate react to criticism?
    -

5. Was he/she dependable? Punctual? Reliable? Present?
    -
6. What would you say are his/her most important professional goals?
    -

DYNEXUS REFERENCE CHECK INTERVIEW TEMPLATE Cont…

Section V: Communication/Interpersonal Skills

1. How does he/she relate to his/her fellow workers?
    -
2. Is he/she a team player?
    -
3. Were his/her oral & written communication skills sufficient for the position?
    -
4. Could you rate the candidate on a scale of 1 to 10, 10 being the highest, in the following categories?
    - *Communications Skills* -
    - *Team Work* -
    - *Ability to handle stress* -
    - *Ability to learn* -
    - *Tenacity and dedication to work* -
    - *Customer Relations* -
5. Any final comments you would like to add?

Step Nine - How to Sell the Candidate on the Job

Often, the issues that face a candidate in making a decision about your company are monumental - family, career, relocation. So much is on the line for them. To further complicate things, in the current, high-demand market for ERP/CRM talent, a candidate is likely to receive multiple job offers. Worse yet, they may simply be "feeling around" for the right opportunity with no sense of urgency to leave their current position. People with hiring authority in the ERP/CRM market are finding that they must become good salesmen to win the ideal candidate for their company.

1) **Treat all candidates with respect. Always follow up.** In a culture where people are buried in email and social media maintenance, the time spent on a considerate follow-up message means more than ever. Always keep the big picture in focus. They will tell stories of their experience with you to their colleagues, and the communities for each ERP/CRM brand are finite and well-connected.

2) **Maintain a professional, efficient, and quick recruiting process.** It shows a candidate that they are a priority, but it also helps prevent losing them to a competing offer.

3) **Match candidates' goals to your company's capabilities.** Really listen to the career goals they have and spend an amount of time discussing what you can do for them that's proportional to the time spent discussing what they can do for you. Help them find a commonality between their goals and your company's priorities.

4) **Present your company appealingly**. Be aware of your company's selling points. Be aware of how you and your team welcome candidates to your office space when they come for an on-site visit.

5) **Present your location appealingly.** Often you will find yourself selling your city as much as your company. Be informed and prepared to talk about subjects like school systems, real estate, recreation, and other vital stats of your area.

6) **Involve peers-to-be in interview process.** As mentioned earlier, this helps you evaluate culture-fit and chemistry, but it also shows the candidate that the rest of your team in invested and interested in them.

7) **Express excitement about the candidate.** Sometimes employers seem hesitant to dole out encouragement to candidates, perhaps because they don't want to give them a false impression of their chances. If you can be open and clear with the candidate about where they stand in the process, then the door is open for you to be open with them about their strengths. You can't wait until they are hired to show them a welcoming atmosphere.

8) **Make the case that this position is the best next step in the candidate's career path.**

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Special Section – Working with Hiring Managers

Working as the "Middle Man"

We added the following section here to address the unique concerns of those who function as a "middle man" between the candidate and the individual with hiring authority in the search process. Recruiters, human resources staff, and other similar positions often find themselves performing a delicate dance in order to keep the process moving forward effectively.

Presenting the Candidate

Most hiring managers are juggling 10 things in the air at the same time, working to meet the expectations of their bosses, their customers & their employees all at the same time. They are often spread thin and are short on time, which is why it's vital that each and every candidate submission to a hiring manager be organized and complete. A thoughtful, complete candidate submission provides the ***right information*** at the ***right time***, and will allow the hirer to quickly and effectively make a 'next steps' decision. The recruiter has three main objectives when presenting a candidate to a hiring manager:

1. **Be complete** – Give all the information the hiring manager needs to quickly and correctly assess the candidate:
   A. A summary of experience
   B. Details of experience, especially as it relates to the requirement of the position
   C. All logistic issues
   D. All supplemental information

2. **Be clear and consistent** – Submit candidates in a similar format, providing similar information in similar ways; make it easy for the hiring manager to understand the candidate.

3. **Request that an interview be scheduled** - If possible, suggest two or three suitable dates & times to avoid unnecessary, extra back-and-forth.

The following pages offer an example of an effective candidate submission to a hiring manager.

DYNEXUS CANDIDATE SUBMISSION (EXAMPLE)

Dear [CLIENT],

Attached you will find a resume for [**CANDIDATE**], a candidate for the position of **Senior Dynamics NAV Implementation Consultant**.

[CANDIDATE] is currently Supply Chain Manager for Medical Packaging Corporation in Camarillo, CA. He currently earns a total comp (base+ bonus) of about $120K annually, and is looking for the next step in his career, and a return to really getting back into a consulting role. The largest hurdle for him is going to be simply ramping up and getting current with the latest in NAV2013 and the supporting technology. [CANDIDATE] expects this to be a short process for him.

CANDIDATE BREAKDOWN:

Education:

- BS (Business Administration), University of Southern California, Los Angeles, CA (Grad: 1991)
- CCNA (Cisco Networking Professional) - 2002

Experience:

- 10+ years consultancy experience implementing & training users on Dynamics NAV3.x to NAV2009.
- Solid experience and knowledge of Supply Chain, Manufacturing, Distribution, HR/Payroll & Financials.
- US citizen, and is very interested in relocation to the Dallas, TX area if he can take on a senior consulting role with a VAR/ISV that will allow him to be a part of a close-knit team, and be an integral part of the overall direction of the business.
- He's looking for a total comp at somewhere between $125K to 140K annually.

Other:

- He is very bright and articulate
- Open to relocation to the Dallas area
- Immediately available for interviews (Wednesdays & Thursdays are best in his current work schedule)
- Can start employment with 2-4weeks notice to current employer

DYNEXUS CANDIDATE SUBMISSION Cont…

RESUME ADDENDUM:

1. **Company:** [XX]CORPORATION – CAMARILLO, CA.
   Position: Supply Chain Manager
   Dates: From 3/2011 to Present
   Salary/Target: $120 total comp/$125-140
   Details: [COMPANY] is running NAV5.0. Just implemented eShip and the plan in to upgrade to NAV2013 in the next 24 months.
   Reason for Leaving: [CANDIDATE] is looking for an opportunity to take the next step in his career and move back to the role of consultant. Also, he is looking to be a part of a close-knit team, and wants to be integral in driving overall business direction. He lacks this to the extent that he would like at [XX CORP].

2. **Company:** [XX] SERVICES, LLC. – THOUSAND OAKS, CA.
   Position: SR. BUSINESS CONSULTANT/PRINCIPAL
   Dates: From 6/2004 to 3/2011
   Details: [CANDIDATE] & his wife's company. 85-90% Dynamics NAV Implementation, Training & Development. (NAV3.x to NAV2009)
   Reason for Leaving: In 2009/2010, sales fell off due to the economy.

3. **Company:** [XX] CORPORATION – CAMARILLO, CA.
   Position: INFORMATION SYSTEMS MANAGER
   Dates: From 7/1997 to 6/2004
   Details: This was [CANDIDATE'S] introduction to Dynamics Nav.
   Reason for Leaving: [XX CORP] was a smaller company and he had reached a ceiling as the Senior Cost Analyst/IT Manager/MRP Manager. There was no next rung and he left to start his own Dynamics Navision consulting company.

Please let me know if you'd like to schedule an interview with [CANDIDATE].

Follow-Up with Hiring Managers

This is one of the hardest parts of recruiting to manage, because you have no control over the timing of responses from the hiring manager. Nonetheless, you have to make it happen, and you have to make it effective.

The purposes of the follow up are:

1. To make sure that the hiring manager in fact received all the information, and has in fact reviewed it all.
2. To answer any questions he may have about the candidate or the submittal.
3. To determine if the hiring manager needs any more information before he can make an informed decision.
4. To schedule an interview, OR . . .
5. To get specific feedback about why the candidate is being rejected.

You have to be politely vigilant to get this information. Help the hiring manager to see the value in the time spent debriefing their observations on the latest candidate.

A Note about Getting Feedback on an Interview

Frequently, while hiring managers understand the strategic importance of the hiring process, they usually have more immediately pressing tactical problems on their desk, and they're not anxious to devote any further time to providing feedback, especially on candidates they reject. It can be perceived as a "waste of their time" since time has already been lost in an unsuccessful interview process.

However, you have to be politely vigilant to get this information. It's vital so that you can better source, screen and present candidates. Help the hiring manager to see the value in the time spent debriefing their observations on the latest candidate, and thank them for their time. Be humble and apologize over any miscommunications or misunderstandings about the target. Be prepared to modify the job description if you find material differences between what you thought the target is, and what it actually is.

How to Thrive as the "Middle Man"

1. **Act quickly, be consistent, and help your hiring manager do the same.** Time is your enemy! The longer the whole process takes, the less likely you'll have a successful hire.

2. **Shepherd the interview process.** Follow-up, follow-up, follow-up… This is about consistency. If you get lazy, the client and the candidate will notice, and usually follow suit. (Conversely, if you focus and act proactively, your clients and candidates often will as well!)

3. **Take notice of what your candidate is REALLY feeling.** Asking, "What is your gut feeling right now?" or "Do you still have concerns?" can give you an early glimpse into your candidates true thoughts and feelings. This allows you to be proactive, instead of reactive.

4. **Know ALL about the company BEFORE approaching the first candidate.** Nothing shows recruiter incompetency more than not being able to speak about the opportunity you are selling. Take the time to understand your client's business, benefits, and the other company "perks".

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Stage IV – Hiring Candidates

Step Ten - Preparing to Conduct Follow-Up Interviews

The Interview as an Experience

As you become invested in a candidate and move into further rounds of interviews, especially on-site, think creatively. How will you prepare your staff to welcome the candidate? How can you engage the rest of your team in the process? Can you engage the candidate in different environments and locations? What about giving the candidate a tour of your community?

In short, rather than just thinking about the event as a formal interview, consider how you will craft an experience for your potential team member.

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Tracking The Interview Process

The deeper you go into the interview process, the harder it becomes to keep the many issues involved in focus. This checklist can help you as you go.

DYNEXUS INTERVIEW TRACKING

Logistical Issues

- Travel scheduling for interviews?
- Work authorization?
- Relocation issues resolved?
- Contract issues resolved?
- Timing issues, start date established?

Technical Evaluation

- Litmus test questions answered?
- Technical interview conducted?
- Skills tests and exercises completed?
- Samples of work provided?

Functional Evaluation

- Litmus test questions answered?
- Functional interview conducted?
- Sample training or sales presentations made?

Overall Evaluation

- How is their consulting experience?
- Industry experience?
- Do the projects they've worked on match your needs?
- Education and certifications?
- Employment history: job hopper or steady employee?
- Job readiness: is there a learning curve or are they ready to hit the ground running? Are they open and willing to learn new skills?

DYNEXUS INTERVIEW TRACKING Cont…

Communication Skills

- Written?
- Spoken?

Team/Culture Fit

- How was their interaction with the team?
- Do you sense initiative, a "fire in the belly"? What does your gut say?
- How do candidate's personal and professional goals align with company goals?

Other Concerns

- Life/family stability? Is the family on board with the job switch? With relocation?
- Criminal & financial background checks?
- Reference checks?

Step Eleven – Nurture and Follow-Up with Candidates

Giving Feedback after an Interview

If a candidate is being rejected, make sure that you follow up professionally with him/her. There's a fine line here. On the one hand, you want to be helpful to candidates, and as much as possible let them know why they were rejected. On the other hand, you don't want to open your client or yourself to charges of discrimination or unfairness. This line has to be walked very carefully. Paradoxically, the time when a candidate can most benefit from candid feedback is the time when you expose yourself to the greatest risk in disclosing this information. Use your best judgment here, and tread thoughtfully.

In the end, a rejected candidate is tomorrow's hire, and today's source of referrals. So they're worth treating as kindly as possible.

Choosing Nurture Over Closure

The recruiter is often called upon to serve as a counselor to candidates. In many respects this is one of the most difficult aspects of recruiting. It requires solid "parenting" skills, in which you have to put the real needs of the candidate in the forefront. Do your best to really understand what the candidate needs in regard to life and family as well as career. Treat them (without any sense of superiority) as you would if they were your child, with their goals in the front of your mind.

Do this consistently and you'll end up with a higher retention rate for the candidates you place as well as better referrals from candidates whom you may never place. Honest conversation leads to better results in recruiting. Genuine care and concern builds trust and loyalty.

This can be difficult for many reasons. The candidate may not be open to or interested in your counsel. He may object to what he perceives as you prying into his personal life. But even more so, you may find yourself in the position of having to advise a seemingly excellent candidate that you don't think a job is the right fit, even if you feel he might be interviewed by your client.

This is a very tough decision to make for two major reasons:

1. There is a real argument to be made that you shouldn't second-guess your client, and if you find a qualified candidate, let the client make the call.
2. It's very hard to look at a potential placement (i.e. a fee) and pass on it.

Let this guideline inform your decision. You're not in this business for the short-term, and you have to endeavor at all times to make sure that the placements you make are proper for the client and the candidate. Trust that you will get the best results short and long-term by looking out for the interests of both parties equally. The truth is that everyone involved in the search is anxious for the candidate to be the right one, but great care must be taken not to talk yourself into seeing what you want to see.

Trust that you will get the best results short and long-term by looking out for the interests of both parties equally.

Step Twelve - Negotiations

How many times have you seen a great candidate presented for a great job, but it didn't work out because of stumbles made in the negotiation of the job offer? There aren't any 12-step processes for a successful negotiation, but there are guidelines that can help you along the way.

1. Remember not to rush towards a result. Negotiation is a process that's unfolds. It is arrived at step by step.

2. Try to begin with a "commitment" from both sides that they want this to work out, ending with an offer of employment and acceptance of that offer. Affirming an initial, positive direction for a negotiation can really set the stage for what follows.

3. Once you determine that both sides are within "talking distance" of each other on compensation, let that lie until the final steps of the process.

4. Solve as many of the easy issues as early as you can. Building momentum toward acceptance can provide a strong motivation on both sides to resolve the more difficult issues.

5. Don't draw "lines in the sand." Avoid ultimatums (even if there are non-negotiable issues).

6. Try not to split focus. Keep tackling the issues one at a time.

7. Stay engaged with the process until the ink is dry. Many placements are lost in the final moments of negotiation because of concerns that could have been answered or misunderstandings that could have been corrected. (If you are the "middle man" stay in constant contact with both sides to be sure you're tracking progress and identifying problems immediately.)

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Final Thoughts

When Is It Time to Partner with a Recruiter?

By now, if we've done our job well, you can see that the task of recruiting quality ERP/CRM professionals is not an "Impossible Dream"

However, you will have noticed something else. The process is time consuming.

Though the goal of this guide was to help you see the pathway to find a candidate on your own, there are times when it makes sense to seek out help.

And time is the number one concern. Time equals money, and that's the equation you use to figure out what's best for your bottom line.

The fees for recruiting services are substantial, and the most common mistake made by employers is reacting to sticker shock. They see the price tag associated with a recruiter's services and assume that leaving the service out of the hiring equation will result in savings for the company.

In many cases, hiring a recruiter ends up being the most cost-effective way of filling a critical role for your company.

And in truth, as a loyal client of our mentioned, a good and timely hire is not necessarily a cost item, it should be a profit-maker allowing increased productivity for the company.

In many cases, hiring a recruiter ends up being the most cost-effective way of filling a critical role for your company.

Here are the factors to consider when making your decision.

Time Spent Coming Up to Speed.

One of the main assets a recruiter brings to the table is specialized knowledge of where to find qualified candidates - a database full of potential that's been built over many years of experience. It takes time to catch up to that.

Time Spent on Internal Resources

Employers need to weigh whether they have staff available to undertake the labor-intensive process of recruiting and whether they can afford to lose productivity elsewhere in the company. It could be that the recruiter's fee is a bargain compared to the wages and benefits paid to internal resources and the work that's left behind while conducting the search.

Time Spent Losing Revenue and Productivity

The time lost in a troubled search can easily begin to tally a substantial loss in revenue for any company. Compound this loss with the loss of use of internal resources spent on your search, and the situation becomes even more urgent.

Time Spent Keeping Clients Waiting

An unfortunate reality in the ERP/CRM system is that the need for staff usually comes up quickly. One new contract can easily tip a firm over the edge of what their staff can handle. A celebrated sale quickly becomes a liability, and the option to take a search at a manageable pace within the company no longer exists.

A small investment of time running projections could reveal a great deal of truth about how cost-saving of an option a recruiting service could be.

One Last, Crucial Thought on Time

In today's high-demand market for ERP/CRM talent, quality candidates almost always have multiple offers on the table. We've seen too many great fits fall apart because an employer didn't move fast enough. Unfortunately, the current market demands swift and decisive action on the part of the employer.

Make the Situation Work For You

Only you can decide what's best for your company. If you do make the choice to pursue a recruiter, there are options of how to structure your business relationship.

Contingent Recruiting

Most recruiters work on a contingent basis. This generally leaves you without any substantial obligation to the recruiting firm. If they find a match for you, they collect a commission based on a percentage of the candidate's salary. If they don't, you owe them nothing. This allows you to leverage the services of multiple recruiting firms in the search. The liability is this. They have no obligation to you, either.

Though this model seems to reduce risk on the part of the client, contingent searches carry the following liabilities.

- A contingent search is generally the more expensive option. Firms working without any guarantee of payment must charge more to make up for the fact that much of their work goes unpaid.

- A contingent search makes it hard for a firm to remain neutral in regards to a candidate's true qualifications. There's too much financial pressure on the firm to "sell" a candidate as the best option.

- Recruiters in contingent-based firms often face the same pressure internally to "sell" a candidate. They could be competing with other team members for commission.

- Contingent recruiting lends itself towards a bulk mentality. Quantity threatens to overtake quality as there is pressure to engage in as many hiring processes as possible.

DyNexus Guaranteed Placement

DyNexus has developed an alternative recruiting business model in our ***Guaranteed Placement*** program. Quite simply, we work on a retained basis in a committed partnership with our client. We charge a flat fee instead of commission, and we don't stop our work until the client is satisfied.

Our clients gain a better price and a "Quality over Quantity" approach. It's in our very best interest to make the right placement the first time, since we assume a financial risk in regards to how much time and money the search costs.

To address the issue of internal competition, our team works on a profit-sharing model. Our recruiters don't compete for commission. When the team wins, everyone wins.

There's no perfect model, but we've done our best to structure a business relationship with our clients that has everyone's best interests at heart.

Contract staffing is another excellent option to consider, and we offer those services as well.

To learn more, feel free to contact us at …
(206) 826-8800 (Ext. 1 for Ben or Ext. 2 for Julian)
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Whatever path you choose, we wish you the very best on your search, and we hope that this guide will continue to be helpful along the way.

- The Team at DyNexus