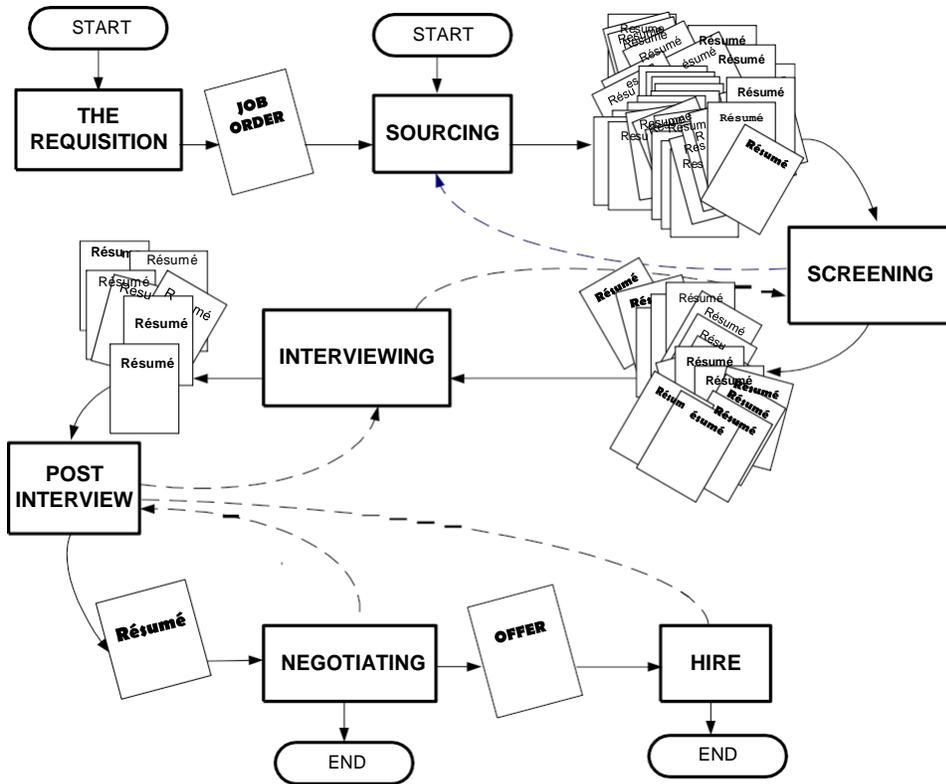# TECHNICAL RECRUITING

ADDENDA

TECHNICAL RECRUITING ADDENDA

This Addendum is a combination of forms, lists, and other information that can be of value to technical recruiters. It is provided in Microsoft Word format to that you can easily use the material, especially the forms, as they are, or modify them to fit your needs.

Please note that this document, and all the information in it, is not copy written! We want you to use these materials however you want to – whatever works best in your own environment.

Enjoy!

APPLICANT CONTROL/TRACKING

CONTROL

Date: _____

Applicant: _____

Department: _____

Availability: _____

Relocation: _____

Position applied for:

Goals/looking for:

Travel: _____

Overtime: _____

Employee agreement: _____ Contractual Obligations:

Current salary: _____ Desired salary:

Interest level: _____

Comments: _____

_____

_____

TRACKING

Activity	Date
Résumé received	
Phone call/screen conducted	
Visual interview scheduled for:	
Visual interview conducted	
Offer/reject determined – letter sent	
References checked/received	
Hire negotiations started	
Offer accepted/declined	
Relocation approved	
Follow-up administration completed	

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APPLICANT EVALUATION

Applicant: _____   Interview date: _____

Position/Title: _____   Department: _____

Please circle the appropriate rating where:

5 = excellent	2 = below average
4 = very good	1 = unacceptable
3 = average	N = not observed

Relevant experience	5	4	3	2	1	N
Attention to detail	5	4	3	2	1	N
Required technical skills	5	4	3	2	1	N
Interpersonal skills	5	4	3	2	1	N
Enthusiasm	5	4	3	2	1	N
Initiative	5	4	3	2	1	N
Integrity	5	4	3	2	1	N
Interest in travel	5	4	3	2	1	N
Interest in relocation	5	4	3	2	1	N

Strengths:

_____

_____

Concerns:

_____

_____

_____

Overall impression (please circle):

Exceptional   Strong   Capable   Weak   Very Weak

Recommendation (please circle):

Hire   Reject   Refer

Signed: _____   Date: _____

APPLICANT PROFILE

Date:_____

BACKGROUND

1. Applicant: _____   2. Phone: _____

3. Email: _____   4.Résumé:_____

5. Contacted:_____   Date: _____

6. Screened by:_____   Date: _____

REQUIREMENTS

Fill in only if applicant has nonnegotiable requirements in the following areas:

1. Job type: _____   2. Hours:_____

3. Travel: _____   4. Relocation: _____

5. Minimum salary: _____   6. Other financial requirements: _____

7. Vacation: _____   8. Green card: _____

9. Medical Insurance: _____   10. Other: _____

Personal Circumstances: _____

_____

_____

TECHNICAL DESCRIPTION

Core Description:
1. Job Type: Application developer __   Technical developer __   Support __
2. Environment: Large   __   Midsize __   Desktop __
3. Experience: Senior   __   Mid __   Junior __

Technical Skills:
1. Platforms: _____

2. Development:_____

3. Data Management: _____

4. Communications (Online): _____

5. Applications: _____

NOTES:

_____

_____

_____(continue on back)

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BEHAVIORAL QUESTIONS

ABILITY TO ACCEPT RESPONSIBILITY
1. Tell me about a time when you had to step in and cover for a co-worker? With whom did you discuss this?
2. Describe a time when you had to assume a responsibility beyond your standard job description.

ABILITY TO WORK UNDER PRESSURE
1. Describe a time where you were faced with problems or stresses that tested your coping skills.
2. Describe a situation when you had to make a quick decision.
3. Describe circumstances where you had to work under pressure and deal with unrealistic deadlines.
4. Describe a situation when the team fell apart. What was your role in the outcome?

DECISION-MAKING
1. Tell me of a difficult decision you had to make.
2. Tell me of an instance where you had to defend a decision you made.
3. Tell me of an instance where you had to reverse a decision you made.
4. Describe an instance where your supervisor disagreed with a decision you made. How did you handle it?

DEPENDABILITY
1. Describe a situation where you had a personal commitment that conflicted with an emergency business meeting? What did you do, and why?
2. Describe a time when a scheduled vacation coincided with a critical due date. What did you do?

GETTING ALONG WITH SUPERVISORS
1. Describe a situation where your supervisor enabled you be more effective.
2. Describe a situation where your supervisor had to correct you. How did you react?
3. Describe a situation where you disagreed with your supervisor. How did you handle this?

GETTING ALONG WITH CO-WORKERS
1. What was your most challenging personal encounter with someone? How did you deal with that individual?
2. Describe a situation where you mediated a conflict within the team.
3. Describe a situation where one of your co-workers was angry with you. How did you handle that?
4. When working on a team project, have you ever had an experience where there was strong disagreement among team members? What did you do?

BEHAVIORAL QUESTIONS (cont)

INITIATIVE
1. Tell me of a time when you pushed yourself to do more than the minimum.
2. What projects have you initiated? What prompted you to do so?
3. Describe a major goal you have recently set for yourself. What are you doing to attain that goal?
4. Describe a success that could not have happened without your being there.
5. In a past position, what problems did you identify that had previously been overlooked?
6. Tell me of a time when you did more than required in your job.

INTERPERSONAL SKILLS
1. Give an example of when you successfully predicted the behavior of a new employee?
2. Tell me about a time when you had to present complex information. How did you ensure that the other person understood?
3. Tell me about a time when you had to be assertive.
4. Describe a situation where a group of peers "ganged up" on another employee? What part did you take?
5. Describe a situation in which you were able to overcome a "personality conflict" in order to get results.
6. Tell me about a situation when you had to use written communication in order to get a point across.

LEARNING ABILITY
1. What is the most recent skill you learned? How did you learn it?
2. What was the newest thing you learned how to do? How did you learn it?
3. Tell me of a situation where you felt you needed additional learning even though it was not provided. How did you handle this?

LIMITATIONS
1. Describe an instance where you had to ask for assistance in completing a task.
2. Describe a situation where you failed to reach a goal.
3. What was your biggest mistake?
4. Describe a situation where you tried to get an assignment transferred to another worker.

MANAGERIAL/LEADERSHIP APTITIDE
1 Describe a time when you had to motivate or build team spirit with co-workers. How did you accomplish this?
2. Describe how you handled having to make an unpopular decision/announcement.
3. Tell me about a difficult situation when you pulled the team together.
4. Tell me about a time you had to lead people who didn't want to be led.

BEHAVIORAL QUESTIONS (cont)

ORGANIZATIONAL SKILLS
1. Give me an example of how you set priorities in scheduling your time.
2. Describe a situation when you had many projects due at the same time. What did you do to get them done?
3. Describe a situation where you missed an important meeting. Why?

POTENTIAL FOR ADVANCEMENT
1. Have you ever changed the nature of your job? How?
2. Tell me of an instance where you had to be critical of someone. How did you handle it?
3. Tell me of an instance where you suggested something that saved the company time and/or money.
4. Describe an instance where you provided a solution that was out of the box.
5. What is the most creative thing you have ever done?

STRENGTHS
1. Tell me about an assignment that you really enjoyed?
2. Tell me about an assignment that you finished ahead of schedule.
3. Tell me about your greatest accomplishment.

COMPANY/CLIENT ANALYSIS

Date: _____

COMPANY DATA

Company Name: _____

Industry: _____ No. of Branches: _____

Location (check one):   Local: ____   Regional: ____   National: ____ International: ____

Size: Annual Revenue _____   No. of Employees: _____

ASSETS

yes	no	
____	____	Provide training
____	____	Send employees to technical conferences
____	____	Provide technical magazines/book
____	____	Known company name/reputation (i.e., Microsoft, IBM)
____	____	Flex hours
____	____	Work at home option
____	____	Provide you with a computer for home use
____	____	Allow you to network a home computer with corporate systems
____	____	Casual dress code
____	____	Ethical, moral issues (i.e., matching charity funds, environmental concerns)
____	____	Supply business cards
____	____	Involvement in local community
____	____	Child care provisions
____	____	On premises nurse/doctor/health care
____	____	Physical training options (i.e., on-site gym, corporate membership in gym)
____	____	Company owned van/bus service
____	____	401k plan
____	____	Supply credit cards

SALARIES/BENEFITS	NO, OR BELOW STANDARD	STANDARD	ABOVE STANDARD
Salary levels	_____	_____	_____
Increase policies	_____	_____	_____
Vacation policy	_____	_____	_____
Overtime/comp time	_____	_____	_____
Retirement plan	_____	_____	_____
Life insurance	_____	_____	_____
Health insurance	_____	_____	_____
Dental insurance	_____	_____	_____

INTERVIEWING RED FLAGS

Applicant objects to being interviewed by a recruiter. The applicant might be a poor team player or someone who has trouble working with users.

Is late to the interview. Applicants should be on time. There are, of course, good reasons for being late ("accident on the parkway"), but be wary of the applicant who blames the directions ("it took longer than you said it would") as this can indicate someone who won't take personal responsibility for performance.

Doesn't dress professionally. Applicants should dress for business even if the job will be casual dress. Some leeway is given in the technical field especially for people who come straight from work.

Shows no interest or enthusiasm -- has a passive and indifferent attitude. Be wary of an applicant who slumps, talks with no animation, or answers with simple "yes" or "no" answers.

Has poor eye contact. This is a classic body language signal indicating a defensive attitude, nervousness, insecurity, or evasiveness.

Talks too much. People who talk too much tend not to listen. This can be a sign of nervousness, and, if so, it should dissipate during the interview.

Doesn't know his or her own résumé. The résumé has not been updated, was written by someone else, or just hasn't been read. Can show carelessness and/or a lack of interest in the job opportunity.

Doesn't answer the question that was asked. Technical applicants can give a detailed technical answer that is so confusing the interviewer doesn't realize the actual question wasn't answered. This often conceals light experience in a skill.

Uses too much jargon. Applicants can build a smokescreen of technical terms and hide actual experience.

Is negative about past employers. Bad experiences can always be explained without rancor or extreme negativism. Again, be wary of an applicant who always blames others for problems.

INTERVIEWING RED FLAGS (cont)

Cues that you've hit a problem area. The following body language cues can show that the applicant has trouble with the last question asked and often may accompany an untruthful answer.

> Blushing
> Overly involved and complex responses - stammering
> Sudden loss of what had been good eye contact
> Significant change in pace (speeding up or slowing down)
> Suddenly higher or lower voice
> A shift in posture
> Starting a nervous habit (tapping feet or twirling hair)
> Inappropriate use of humor
> Unusually long pauses
>> Inconsistency between words and non-verbal behavior (saying "I liked the job" and frowning)

Cues that the applicant is simply testing the market. There are several interview behaviors that can indicate the applicant isn't really interested in the opportunity being presented, and wants a job offer to use as leverage in his or her present position:

> Has no questions
> Is overly interested in salary
> Knows nothing about your company or the offer

JOB POSTING RECORD

Date: _____

Job Title/Description: _____   Job ID: _____

Job Posting Site: _____   Date Posted: _____

ACTIVITY

Résumé Received	Date	Screen	Date	Interview	Date	Hire	Date

LEGAL ISSUES

SUBJECT	LEGAL QUESTION	ILLEGAL QUESTIONS
Address	Where do you live?	How long have you been a resident of this state or city? How long have you resided at this address?
Age	None	How old are you? When did you graduate from college? What is your date of birth? How old are your children?
Arrests	Have you even been convicted of a crime?	Have you even been arrested?
Citizenship	Are you a U.S. citizen?	Of what country are you a citizen? What is the date of your naturalization? Are your parents or spouse naturalized or native-born?
Disabilities	None	May not ask about any physical or mental disability which has no direct bearing on the duties of the applicable job.
Driver's License	Do you have a valid driver's license?	May not ask to see it.
Education	What schools did you attend?	When did you graduate/finish?
Finances	Do you know of any reason why you might be refused bonding (if job requires bonding)?	May not ask about credit ratings, charge accounts, bank accounts, bankruptcy, property ownership (car, house), past garnishment of wages.
Language	What languages do you speak and/or write fluently?	What is your native language? How did you acquire your foreign language abilities?
Military	Did you serve in the US armed forces? Which branch?	May not ask about military service in other than the US armed forces or state militia. Many not inquire about draft status or eligibility for military service. May not ask about applicant"s whereabouts during time of war. May not inquire about date, type, or conditions of discharge.
Name	What is your full name? What name(s) are necessary to use in order to check your educational and/or work record?	What was your original name? What is your maiden name?
Organization	What organizations do you belong to, excluding those whose name or character indicates the race, color, religion, national origin or ancestry of its members? May ask about membership in a union, professional society or other job-related organizations.	Please list the organizations you belong to.
References	Names of people willing to provide personal or character references.	Name of pastor, rabbi or other religious leader.
Relatives	What are the names of relatives already employed by our company?	May not ask any questions about relatives except those employed by the company.

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LEGAL ISSUES (cont)

In addition to these specific questions, the following general rules about questioning and requests for documentation must be followed:

May not ask any questions about:

Age	Disabilities	Race or color
Birth control	Height	Religion
Birth date	Marital status	Sex
Birthplace	No. of dependents	Weight

AFTER HIRING, may request:

Affirmative action statistics
Alien registration card
Baptismal record
Birth   certificate
Driver's   license
Marital status
Naturalization papers (proof of citizenship)
Photograph
Physical exam and drug testing
Social security card

NEGOTIATING POINTS

Company Assets
- Being listed on "best place to work" or employer of choice lists
- A culture of innovation and risk-taking
- A culture that celebrates diversity
- Firm/industry stability and programs that enable job security
- Growth rates
- Environmental record
- Product standings, including any awards won
- Great training and educational assistance programs
- Exceptional pay and benefits
- Lifestyle benefits (on-site gym, concierge service, free snacks)
- A willingness to help with immigration issues for new hires
- Excellent relocation assistance
- Low employee turnover rates and high employee satisfaction scores

Job-specific Assets
- A well-respected manager (honest, listens to employees, involves them in decision-making)
- Challenging projects are available to those who want to grow
- Opportunities to work with well-recognized clients
- Strong employee development programs
- An opportunity to work in a cohesive team with an excellent track record
- An opportunity to help people
- Sufficient travel opportunities
- Access to the latest technology and equipment
- Award-winning or leading products or services
- Modern facilities
- Stable business unit with no recent layoffs
- Flexible work options are both available and are frequently used

Location Assets
- A low cost of living
- Excellent schools and family-friendly environment
- Short commute times and multiple transportation options
- Great recreation and sports facilities
- Great weather and clean air
- A low crime rate and a "civil" community
- An environmentally conscious region
- Low local tax rates
- Good restaurants and shopping
- Located close to attractive major metropolitan areas
- A stable economy and reasonable opportunities for employment for family members

PIPELINE REPORT – CANDIDATES

Name/Telephone/ Source	Résumé In	Phone Screen Done	Inter- view Schd	Inter- view Done	Offer Reject Letter	Refer. In	Negot. Started	Offer Accept Reject	Admin Done

PIPELINE REPORT – OPEN JOBS

OPEN JOBS	Résumé In (names)	Phone Screen Done (names)	Inter-view Schd (names)	Inter-view Done (names)	Offer Reject Letter (names)	Refer. In (names)	Negot. Started (names)	Offer Accept Reject (names)	Admin Done (names)
Job **Date Rec'd** **Sourcing**									
Job **Date Rec'd** **Sourcing**									
Job **Date Rec'd** **Sourcing**									
Job **Date Rec'd** **Sourcing**									
Job **Date Rec'd** **Sourcing**									
Job **Date Rec'd** **Sourcing**									
Job **Date Rec'd** **Sourcing**									

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QUESTONS CANDIDATES MIGHT ASK

1. Why is this position open?
2. May I talk with someone who is currently doing this job?
3. How often has this job been filled in the past five years? Why?
4. What happened to the person who was doing this job?
5. What would you like done differently by the next person who has this job
6. What would be the next career step after this job?
7. What are some of the more difficult problems one would have to face in this position?
8. How visible is this position?
9. When could I expect a raise? How frequent are salary increases?
10. How is one evaluated and who conducts performance evaluations?
11. What significant changes do you foresee in the near future?
12. What technical training is provided?
13. What accounts for success within this company?
14. What freedom would I have in determining my own work objectives and schedule?
15. Will you provide a laptop? Will you let me connect my system to the corporate system?
16. How many women/minorities are in management positions in this company?
17. Will I be paid royalties if the company sells software that I develop?
18. Are performance bonuses standard?
19. Will I be given stock options?
20. Will I have free use of the Internet?

QUESTIONS TO MOTIVATE

Compensation and benefits
"Is the total comp package and upside potential fair and equitable based on what you're doing?"

Hiring Manager
"Is the hiring manager strong, a real mentor, and helping you grow and develop?"

Job Growth
"Are there significant opportunities for career advancement, and have you experienced these in the past and are likely to in the future?"

Job matching and satisfaction
"Are you highly motivated to do the work, find it fulfilling and enjoyable?"

Job stretch
"Are you learning new skills, handling bigger projects, dealing with more complex issues?"

Quality of life issues
"How would you rank the work/life balance?"

Senior management and leadership team
"Does the executive team know clearly what they're doing and, as a result, are they leading the company in the right direction?"

Tools and support
"Do you have the right materials and resources to be as effective as possible in the job?"

Work Team
"Do you really like the people on the team, and do you find them helping you grow and develop?"

REFERENCE CHECK AUTHORIZATION

Date: _____

To: _____ (Individual name)

_____ (Company name)

I am applying for work at (XYZ company) and authorize you to provide (XYZ company) with information concerning my employment with you, including but not limited to, the questions on this form. I release you from any liability for damages regarding this information.

Information about my employment with you:

Name: _____

Position: _____ SSN: _____

Employment dates: From: to _____

Signature: _____ Date: _____

Print name: _____

- -

Any information furnished about the above applicant will be treated with strict confidentiality. No applicant will be accepted or rejected based on a single reference. A self-addressed, stamped envelope is enclosed for your convenience, or fax to: _____

Thank you.

(Your name)

(XYZ Company)

- -

ADMINISTRATIVE INFORMATION

Date of Hire: _____ Date of termination: _____

Beginning salary: _____ Ending salary: _____

Beginning position: _____ Ending position: _____

REASON FOR TERMINATION

_____

_____

_____

_____

REFERENCE CHECK AUTHORIZATION (cont)

RECOMMENDATION/RATING

	Excellent	Very good	Average	Below Average	Poor
Attention to detail					
Technical skills					
Interpersonal skills					
Cooperation with supervisors					
Cooperation with co-workers					
Enthusiasm					
Willingness to assume responsibility					
Ability to work under pressure					
Initiative					
Learning ability					
Overall evaluation					

Would you rehire this person? _____ If not, please explain:

_____

_____

_____

_____

Comments:

Signature: _____ Title: _____ Date: _____

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REQUIREMENTS:

LOGISTICAL
When can you start work?
Can you relocate?
Will you wear a beeper?
Can you work different shifts?
Do you have any limitation on the hours/days you can work?
How much travel can you do?
Do you have a green card?

PERSONAL
Will you take a drug test?
Will you take a lie detector test?
Do you speak a second language?
Have you published?
Do you have public speaking experience?

TECHNICAL
Do you have a degree?   In what?
Do you have _____ certification? Are
you working on any certification program? What
projects used _____ skill?
  How long did you work on this project?
  What was your role?

REQUISITION FOR TECHNICAL POSITION

Date: _____

LOGISTICS

Company/Department: _____

Position/Title: _____ Number of Jobs: _____

Job Requestor: _____ Phone/ext: _____

Requested start date: _____ Salary/Rate:_____

New position/client: yes _____   no _____

    If no,   Name of person leaving: _____

           Data leaving: _____   Final salary: _____

REQUIREMENTS

Position description: _____

_____

_____

Check one: Background: Applications _____ Technical ____ Support _____

           Environment: Mainframe _____ Midsize ____ Desktop ____

           Experience: Junior _____ Mid ____ Senior _____

Degree: Required: _____ Preferred _____ Not a factor _____

           Major (if required) _____Level (BA, MA, etc.) _____

Computers systems: _____

Operating systems: _____

Programming languages: _____

Development tools: _____

Databases: _____

Data management tools: _____

Online/network tools: _____

Business applications: _____

Certifications required: _____

Additional requirements: _____

Possible in-house/bench candidates: _____

Comments: _____

_____

_____

Requested by: _____

Department head (If required) _____

RÉSUMÉ RED FLAGS

Gaps in employment.   Applicants should show sequential employment with no significant, *unexplained* time gaps. Time gaps could be explained by returning to school, performing child or elderly care, or taking personal time when changing careers.

Non-specific dates of employment.   One position held from "1995-1997" followed by a position held from "1998-present" could hide a gap of almost two years of employment (February, 1997 - November, 1998).

Private experience, usually described as "self-employed" or "consultant." Applicants often use these descriptions or titles to hide employment gaps. Make sure the résumé does mention for whom (company, organization, church, etc.) work was done during these time periods.

Unusual résumé. Résumés that are too clever, or stand out completely from all the others often indicate someone who will have difficulty fitting into an organization, or working in a team environment.

Sloppy, poorly written, or disorganized résumés.   A sloppy résumé can be indicative of a sloppy worker.

Spelling errors!   IT is a field which requires attention to details, and work must be carefully tested and checked. Submitting a résumé with spelling errors can show lack of thoroughness.

Functional résumés.   A functional résumé lists what the candidate has done, but not in chronological order. Functional résumés often do not include dates. Résumés are often written this way to hide gaps in employment.

Job hopping.   Moving between jobs early in an IT career is not necessarily a problem, but as IT professionals reach the senior ranks they need more than a few months experience in a single job to learn the required skills.

Describing old jobs. Résumés should not include detail on jobs held over five years ago. Too much detail on early jobs can indicate the applicant has not progressed and was more productive early in his or her career.

Unfinished education.   Make sure the résumé states that the candidate graduated, obtained a degree, or earned certification. Just going to college for four years does not mean a degree was earned. Watch out for "attended..." "degree candidate…" etc.

RÉSUMÉ RED FLAGS (cont)

Too much jargon.   Applicants can build a smokescreen of technical terms hoping to impress a recruiter with their knowledge.

Too many skills.   Watch out for applicants who know a little bit about a lot of things. If too many skills are listed it's possible that the applicant has no real strengths and has either dabbled in many areas or taken a lot of courses.

An uneven career progression.   A résumé should show a succession of jobs indicating increasing responsibilities and leading toward a career specialty. Be wary of candidates who have had multiple jobs doing basically the same thing for different companies. Be equally wary of lateral moves with no promotions within a single company.

Résumé not appropriate for the job.   Make sure the job fits into the applicant's career progression. Someone who is under-employed won't stay at the job long; someone over-employed won't be able to do a good job.

Make sure the résumé shows the applicant has actually done the work in question. Watch out for phrases like "assisted with..." "some exposure..." "knowledge of..." or "was involved with…"

Make sure skills listed were actually used on the job.   Most IT résumés contain a skill summary either at the beginning or end of the résumé. Compare these skills (at least the ones you're looking for) to the experience section to make sure the applicant has actually used the skill on the job. Be wary of résumés that have a lot of "extra" skills in the summary section.

RÉSUMÉ SEARCH RECORD

Date: _____

Job Description: _____

Job ID: _____

Search Start Time :_____ Stop Time: _____

Total Time: _____

ACTIVITY

Search Location (Job Bank, Web…)	Search ID	Date	Search Tool	Keywords Used	Tot.	A1	A2

Tot: Total Résumés saved   A1 = Résumés for this job   A2 = Good résumés for another job

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SITE INFORMATION

Date: _____

LOGISTICAL INFORMATION

Company: _____

Address: _____

Phone: _____ Fax: _____

Contact: _____ Ext: _____ Dept: _____

Local newspapers: _____

Closest airport: _____

Alternate airport(s): _____

Preferred travel agency: _____

Public transportation: _____

Directions: _____

Hotels: _____

Restaurants: _____

Length of contract: _____

OTHER LOCAL CONTACTS:

Company	Name	Title	Relationship	Phone

TECHNICAL SKILLS (SELECTION)

APPLICATIONS
CRM SYSTEMS
Epicor Enterprise
Jive Social Customer Service
Microsoft Dynamics
NetSuite CRM
Plex Online
OracleCRM
Remedy (BMC)
SageCRM
Salesforce
SalesLogic
SAP CRM
SugarCRM
ERP SYSTEMS
Agresso Business World
Cloud Suite 7 (Aplicor)
Epicor Enterprise
Exact Globe
JD Edwards EnterpriseOne (Oracle)
iScala (Epicor)
Microsoft Dynamics
Oracle E-Business Suite
Plex Online
Peoplesoft Enterprise (Oracle)
Sage ERP
SAP ERP
Workday
BPM SYSTEMS
Appian BPM Suite
BOP (Cordys)
ILOG
IBM BPMS
Interstage BPM (Fujitsu)
iProcess Suite (Tibco)
PRBC (Pegasystems)
Metastorm BPM
Oracle BPM Suite
Savvion BusinessSuite (Progress)
SmartBPM Suite (Pegasystems)
TeamWorks (Lombardi Software)
webMethods (Software AG)

COMMUNICATIONS
APPLICATION SERVERS
2x ApplicationServer XG
.Net Framework (Microsoft)
Citrix XenApp
ColdFusion (Adobe)
EAServer (Sybase)
Geronimo
GlassFish
Hydra (Rogue Wave)

Java EE (J2EE)
JBoss (Red Hat)
Jetty
Resin
Tomcat (Apache)
uCosminexsis (Hitachi)
vWorkspace (Quest)
WebSphere (IBM)
WebLogic (Oracle)
XAP (GigaSpaces)
Wireless Technologies
3G/4G
802.11n
Bluetooth
LTE
Wi-Fi
WiMax
THE CLOUD
AppEngine (Google)
AWS, EC2, S3 (Amazon)
C3 (Citrix)
Cloud foundry (VMware)
Force.com (Salesforce)
SmartCloud (IBM)
vCloud (VMware)
Windows Azure (Microsoft)

DATA
DATABASES
ASE (Sybase)
DB2 (IBM)
mySQL
Oracle
SQL Server (Microsoft)
DATABASES - NOSQL
BigTable (Google)
Cassandra (Apache)
ClearDB
CouchDB (Apache)
Database.com (Salaesforce)
DynamoDB (Amazon)
Hadoop/Hbase (Apache)
MongoDB (10Gen)

DEVELOPMENT
LANGUAGES/ENVIRONS
.Net (Microsoft)
C++/C#
COBOL
Eclipse
Java
JavaScript
Perl/PHP/PYTHON

Ruby/Ruby on Rails
SQL
VB (Visual Basic)
VBScript
XML
MODELING TOOLS
Artisan Studio (Atego)
Conductor (Forte Systems)
Eclipse Modeling Framework
ERwin (CA)
JDeveloper (Oracle)
MagicDraw (No Magic)
PowerDesigner (Sybase)
ProVision (Proforma)
Rational Data Architect (IBM)
Rational Rose (IBM)
Toad Data Modeler (Quest/Dell)
METHODOLOGIES
EA
Agile
CMMI
SOA
Open source

PLATFORMS
OPERATING SYSTEMS
AIX (IBM)
Blackberry OS (RIM)
Android (Google)
Chrome (Google)
HP-UX
iOS (apple)
Mac OS X (Apple)
Red Hat Linux
SUSE Linux (Novell)
Ubuntu Linux
Solaris (Oracle)
Unix
z/OS (IBM)
VIRTUALIZATION
BalancePoint (Akorri)
ESX Server (VMware)
Hyper-V (Microsoft)
vSphere (VMware)
Xen (Citrix)
STORAGE MANAGEMENT
Cloud Files (Mosso)
Hitachi Command Suite
StorageWorks (HP)
StorNext (Quantum)
Tivoli Storage Manager (IBM)
Total Storage (IBM)
Veritas (Symantec)

TOPIC POINTS

While a recruiter does not want to conduct a technical interview, there are some points in each technical area that indicate knowledge of the area. Points are listed below for the current "hot" areas and the usual major technical areas Do not expect applicants to know all the points for a given topic, but they should be able to discuss some of them either in the resume or during an interview. This list certainly does not cover everything, but can help you to confirm that the applicant has knowledge of the area you"re looking for, and can be recommended for the next step in the process - possibly a technical interview. All of these terms are defined in *TechRef®*, so you can make sure you know the answer before you ask!

Data warehousing OLAP, MDDB, Data mining, complex queries, metadata, data mart, replication, DSS, ETL, datacube, data modeling, dimension tables, fact tables, aggregates

Business Intelligence analytics, OLAP, Data visualization, fuzzy logic, unstructured data, text mining, neural networks, NPL

Storage management RAID, NAS, SAN, fibre channel, iSCSI, managed storage, replication

Web services SOA, XML, SOAP, UDDI, WSDL, .NET, J2EE, distributed processing

Internet Web, browser, download, Java (applets), servlets, server-side, CGI script, IDS, DHTML, Perl, JavaScript, VBScript, Cold Fusion, WebSphere, J2EE, intranet, extranet, ASP, JSP, e-commerce, e-business, XML, Web server, proxy server, application server, portals, firewall, HTML.

Networking **802.11,** Network, LAN, Ethernet, WAN, MAN, middleware, MOM, CORBA, COM/DCOM, COM+, RMI, protocol, topology, SNA, TCP/IP, Bluetooth, Wi-Fi

Unix Operating system, Shell (Bourne, „C", Korn), shell scripts, Perl, AWK, SED, commands, kernel, flavors

eApplications eCommerce**,** Catalog, shopping cart, certificate authority, digital signature, store front , PKI, eBusiness**,** call center, help desk, CRM, Web personalization, content management

Relational databases SQL, tables (rows/columns), tablespace, data modeling, entity-relationship diagrams/models, normalization, referential integrity, data locking, triggers, stored procedures, thread/threading.

DB2	Add: VSAM, cluster, DB2 UDB
Oracle	Add: PL/SQL, 10g
Sybase	Add: Caching, TransactSQL, Adaptive Server IQ, Adaptive Server Enterprise
SQL Server	Add: TransactSQL, SQL Server Cursors, Yukon

TRADITIONAL QUESTIONS

ABILITY TO ACCEPT RESPONSIBILITY
1. How do you plan and organize for a major long-range project?
2. What were/are your most important decisions on your last/current job?
3. In what ways has your current/last job prepared you to take on greater responsibility?
4. Tell me about a responsibility in your current/last job that you really enjoyed.

ABILITY TO WORK UNDER PRESSURE
1. How many projects can you handle at one time?
2. How do you remain effective when you are faced with difficult tasks or with things you do not like to do?
3. What would you do if a project's requirements suddenly changed and you were working under a non-negotiable deadline?
4. How do you handle it when two meetings are scheduled for the same time?

AMOUNT OF SUPERVISION NEEDED
1. How much time on your current/last job is/was spent working alone?
2. How often did you meet with your supervisor? For what purpose?
3. How often do you work at home, or evenings or weekends, with no supervision?

DECISION-MAKING
1. How would you rate your decision-making ability?
2. Is making decisions a major part of your present job?
3. What kind of decisions do you have to make in your present job?
4. What is the most important decision you ever had to make in a work situation?

DEPENDABILITY
1. What is the reason you left/are leaving your last/current job?
2. Have you thought about leaving your current/past position? If so, what held you there?
3. How do you feel about leaving information so you can be contacted while on vacation?

GETTING ALONG WITH CO-WORKERS
1. What kind of people do you like to work with?
2. What do you feel is the easiest type of person to deal with? The most difficult?
3. Let me describe the group you would be working with. How would you fit in?
4. What would be your ideal work group?
5. How do/did you get along with your current/last work group?
6. How do you handle social relationships with co-workers?

TRADITIONAL QUESTIONS (cont)

GETTING ALONG WITH SUPERVISORS
1. Describe the best job/supervisor you ever had.
2. Describe the worst supervisor you ever had.
3. What would you do if you disagreed with your supervisor?

INITIATIVE
1. How did you get your last job?
2. How did you hear about this position?
3. In your current/past position, what problems did you identify that had previously been overlooked?
4. What would you do if you had to make a decision without a procedure or precedent to guide you?

INTERPERSONAL SKILLS
1. What form of communication do you prefer? Which do you feel is most effective?
2. In your current/past position, how important is/was communicating and dealing with others?
3 In your current/past position, what role does/did communication play?
4. When you begin to work with new people, how do you get to understand them?

LEARNING ABILITY
1. How do you learn?
2. What is your learning style (hands-on, research, by example)?
3. What are your educational ambitions?

LIMITATIONS
1. What are your weak points?
2. If I spoke with your current boss, what would he/she say was your greatest weakness?
3. What are some things that you find difficult to do? Why?

MANAGERIAL/LEADERSHIP APTITIDE
1. Do you prefer delegation or "hands-on" control?
2. Do you feel you have top management potential? Why?
3. What is your management style? Provide examples from work that demonstrate this style.
4. How do you determine where you stand with your subordinates.

ORGANIZATIONAL SKILLS
1. What tools do you use for planning and scheduling personal time?
2. What tools do you use for planning and scheduling work time?
3. Do you often find yourself repeating tasks? If so, how often, what kind of tasks?

TRADITIONAL QUESTIONS (cont)

POTENTIAL FOR ADVANCEMENT
1. What are you doing now to attain a goal you have set for yourself?
2. What are your long-term goals?
3. How do you keep informed professionally?
4. Where do you hope to be professionally in five years?

STRENGTHS
1. What are your strong points?
2. If I spoke with your current boss, what would he/she say was your greatest strength?

IT JOB TITLES (TechRef)

analyst Developer, usually application. Determines what should be done to solve the problem. Usually seniors, could be mid-level, not a title used for juniors. See systems analyst.

application programmer, application developer A programmer that works on the programs that support the company's business. Skills include multiple programming languages, development tools, database knowledge, and business knowledge. Application programmers usually need good interpersonal skills, as they work directly with non-technical business men and women.

applications architect, solutions architect Senior applications developer responsible for understanding the business functions and translating them into technical specs. Primarily concerned with a single system and integrates in-house and purchased software. Develops baseline requirements. application tester

asset manager See configuration analyst, manager business analyst Application developer.

business analyst Application developer. Mid- or senior-level developer skilled and experienced in the analysis phase of the system development cycle. Strong interpersonal skills are required, as analysts spend much of their time with the users determining needs and processing functions. Business knowledge is also required and analysts usually know a specific industry such as banking, a specific application such as human resources, or even a specific application such as mySAP. Many analysts have no technical background, and people with a technical background are often called systems analysts or technical business analysts.

business architect Senior position that usually reports to the CEO. Often called an MBA with an IT focus. Can come from IT, but also comes from the business side of the house. Responsible for setting goals and standards for systems design throughout the company.

capacity planner Technical developer. Determines what hardware and software is needed to keep the computer system functioning at maximum capacity. Makes sure the system has enough storage and speed to handle the workload. Senior title most often used in mainframe computer systems.

cloud architect/engineer Technical developer who sets up private and hybrid clouds and the interfaces with public clouds. Skills can be virtualization, SAN design, and network management. Can be any experience level.

communications analyst, engineer, specialist Technical developer. Usually works with WANs and supports the networking for host-based long distance systems. Senior or mid-level title.

configuration analyst, manager Technical developer. Manages hardware and/or software and analyses uses, interactions, and cost benefits. Also called configuration architect, manager. Senior title most often used in mainframe computer systems.

console operator Support personnel. Person who monitors the daily computer activity and is responsible for making changes when required to the production schedule and/or the equipment assignments. Senior level. Title used in mainframe installations.

data architect, information architect Senior job position responsible for ensuring that data is organized properly and supports the application systems. Works with enterprise data and with more than one system. Develops and maintains standards/compliance issues, manages and maintains user interfaces to data, creates conceptual, logical and physical data models, and builds data dictionaries, database schemas.

Data/database analyst Developer, usually technical but could be applications. Analyzes and defines data usage and groupings. If referring to a technical developer, could also mean defining the physical grouping and storage of the data. Senior or mid-level title. Often interchanged with data or database architect.

Data/database architect Developer, could be application or technical. Designs the database(s) and the interface(s) between the database software and applications. Senior or mid-level title. Often interchanged with data or database analyst.

data modeler Application developer. Builds a model of the data relationships to be used for enterprise-wide applications development. Often involved in data warehousing. Senior level title. data steward IT position. Job that is responsible for establishing and maintaining the quality of data in operational databases, data warehouses, and any data store. Responsible for data content, not structure or architecture. Requires both technical and business knowledge and can be held by either technical or non-technical people.

data scientist Applications developer who works with big data and analytic operations. Skills can include include R (programming language), IBM InfoSphere, Greenplum and or other big data stores, Hadoop and MapReduce. Can be any experience level.

DBA, database administrator Developer, usually technical. Administrates and controls the organization's database resources. Responsible for performance and tuning of the database. Companies have a DBA for each DBMS (i.e. an Oracle DBA). Responsible for security, backups, and accuracy of the data. Usually part of the technical staff, but some mainframe installations have DBAs in both the application and technical areas. Senior title. Stands for: DataBase Administrator.

desktop support, helpdesk positions These jobs (also called **help desk positions**) are usually divided into Level I, Level II and Level III positions with fairly standard job descriptions. These descriptions are so accepted that many job ads simply say, "perform, e.g., Level I support."
    Level I positions are right on the front line. These people answer the phone, and interpersonal skills are most important. They know application software (word processors, databases, proprietary packages, etc.) and solve PC-related problems such as "my password has expired," and "how do I change merge data?" Other responsibilities may include diagnosing situations, assisting in software installation, conducting basic hardware checkups, and writing trouble tickets. Level I persons can answer most questions from the existing documentation, and do little real problem solving. Complex problems will be forwarded (or dispatched) to Level II support.
    Level II positions are a higher level, and these people do problem solving, or "troubleshooting" as it's often called. They know operating systems (Unix, Windows NT) and these jobs are often described as providing desktop support. Level II support also provides phone (or email) support, and these problems might require a dialog and several solution attempts. Other responsibilities can include setup, testing, delivery, and installation of new systems, administrator tasks for functions such as password control. Level II persons are also involved with networks and network problems and often perform network checkups.
    Level III jobs continue with troubleshooting and, in fact, Level II staff brings problems they have been unable to solve to the Level III people. The are the last stop in technical support and are responsible for finding a solution to whatever problem are forwarded to them. Level III support staff can come from the programming staff. They usually supervise the Level I and Level II staff, are often responsible for training and evaluation, and are involved in determining the products and processes used in the entire support area.

Developer see programmer.

ecommerce developer Application developer. Develops systems to do business over the Internet. Requires Internet skills such as HTML, Java, CGI Script, etc. and business knowledge and skills. EDI knowledge often part of the job. Senior or mid-level title. engineer See programmer.

enterprise architect Senior level job responsible for building an overall framework to ensure that all IT functions throughout the enterprise operate in sync with each other and follow the business objectives of the enterprise. Sets strategic direction, manages risks, defines standards, and maintains cross organization communication. Usually requires 10 - 15 years of experience.

help desk personnel Support personnel. Provides user telephone support for personal computer systems. Some help desks also install software and software upgrades and provide training. Can be any experience level.

infrastructure architect Senior job position responsible for the physical (hardware) infrastructure of the company. Deals with resource capacity, network capacity, server clustering, administration, and security. integration analyst, architect, engineer Technical developer. Determines what is needed to integrate various software packages such as databases, communications programs, and application software. Usually senior level title, could be mid-level.

internet developer See web programmer. internet engineer, web engineer Developer, usually technical. Builds the interfaces between the Internet user interface and internal corporate systems. Knowledge of TCP/IP, firewalls. Maintains connectivity between Internet and internal networks. Can be any experience level. LAN administrator See network administrator. network administrator Support personnel. Monitors functioning of networks, usually LANs. Installs networks, adds new users, troubleshoots network. Title usually indicates experience in midrange, desktop computer systems. Can be any experience level.

mobile developer Application developer that creates apps for mobile devices (tablets and smartphones).Skills can be Objective-C (iOS), Java (Blackberry, Android), and HTML5 (iOS, Blackberry and/or Andriod). Can be any experience level.

mobile technology expert Technical developer. Could be any experience level. Works with Android, iOS, and/or Blackberry operating systems. Creates and maintains the system software that manages mobile devices (tablets and smartphones).

network analyst, architect, designer, engineer Technical developer. Plans, installs, and supports the company's networks including both LANs and WANs. Knowledge of hardware, protocols, LANS, NOS. Certifications are available and often required or at least a plus. Senior or mid-level title.

operator Support personnel. Operates the equipment in a data center. Controls execution of computer programs by providing hardware and software support. Can be any experience level. Title usually means experience in mainframe computer installations.

P/A See programmer/analyst.

PC, laptop programer, PC software specialist Application developer. Works with word processors, spreadsheets, PC databases, PC programming languages. Used for departmental, small company software development. Can be any experience level. PC technician Support personnel. Coordinates, controls, and maintains the personal computers within a company. Installs new hardware and upgrades. Often part of a help desk staff. Can be any experience level.

PC, laptop technician, specialist Support personnel. Works with PCs and laptops. Does the maintenance, often upgrades machines by adding memory, replacing hard drives, etc. Installs new software and software upgrades.

programmer Developer. Could be either application or technical. Analyzes specifications, designs logic, writes code, tests and debugs, and documents computer programs. Can be any experience level. programmer/analyst Application developer. Title should mean experience working with users and indicate mid to senior level experience. Check for experience carefully, title often misused. Title is often abbreviated P/A.

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programming manager systems manager operations manager Middle level management, usually a department manager. IT departments in large companies usually have three departments, Programming (development and maintenance of applications systems), Systems (development and maintenance of the IT environment), and Operations (the support group for all IT assets, both hardware and software). In mid-size companies the Systems and Operations departments are often combined under the Systems title. Small companies often have a single IT department which does everything. These positions are often Vice Presidents.

project leader, team leader Application developer. Senior level supervisory position. Supervises the work done by mid-level and junior developers. Duties may include personnel management and project planning and scheduling. Sometimes acts as analyst or programmer.

project manager Application developer. First level management. Manages personnel and does project planning and scheduling for a specific application or function area. Other duties could be to conduct performance appraisals, determine salaries and increases, hire and fire staff, and be accountable for the system budget.

senior programmer, developer, engineer Developer. Could be application or technical. Analyzes systems, designs logic and testing scenarios. May or may not actually write code. Works on systems and subsystems rather than on

single programs. Writes specifications and supervises mid-level and junior developers. Responsible for system performance. Senior level.

shift supervisor Support personnel. Person responsible for the completion of the production schedule in a data center during a shift. Senior level. Title used in mainframe installations.

social media architect Applications developer that works with social media sites extracting data. Works with clickstream data, and sites including Facebook, Twitter, IBM, Jive, and Yammer.

software engineer Software developer. Title originally was used in the desktop world and was associated with client/server, GUI and Unix systems, but now is used by both application and technical developers throughout the industry and has no definitive definition. Can be any experience level.

software specialist Developer. Could be application or technical. Used for a variety of job skills and levels, so has no real meaning.

storage administrator, storage manager Technical developer who specializes in storage management, usually NAS (Network Attached Storage) and SAN (Storage Area Network) systems. Skills include virtualization and clustering. Job functions include disaster recovery, remote mirroring, and backup-and-restore procedures.

system administrator Support personnel. System administrator started as a title in a Unix environment, but is now used with any midrange and desktop system. The system administrator is responsible for such things as installing new software, adapting software to the system, running system backups, recovering lost data and maintaining security. Monitors functioning of computer systems, hardware, and/or networks. Mid-or senior-level position.

system analyst See business analyst.

system architect, designer Technical developer (occasionally used by application developers). Designs computer systems and handles software integration. Builds infrastructures. Usually a senior title, sometimes mid-level. Title is used in mainframe and midrange systems. system engineer Developer, probably technical. Used for a variety of job skills and levels, so has no real meaning.

system manager Technical developer. Manages other technical developers and is responsible for the performance of the computer systems. Title is usually used in mainframe and midrange systems.

system programmer Technical developer. A systems programmer maintains the operating system programs and environment. In addition to the operating system itself, systems programmers work with communications systems, DBMS, and operating system enhancements and add-ons. Provides technical support to application developers. Plans and evaluates hardware and software purchases. Ensures system efficiency and security. Can be any experience level.

system tester Usually technical developer. See tester.

team leader See project leader, team leader.
technical writer Support personnel. Writes the user documentation for software systems. This documentation explains how to use the programs and defines the user interface. Usually need to know a desktop publishing system. Can be any experience level.

tester, testing specialist Developer. Could be either application or technical. Designs test data, test scenarios. Conducts system, or integration testing. Specific skills can refer to such things as regression testing, black box testing, QA (quality assurance). Can be any experience level.

UX Designer Application developer. UX (user experience) includes both the web design and the interaction between the user and the software. Job objective is to create user-friendly applications. Mid- or senior-level title.

WAN administrator Technical developer. Evaluates, selects, installs, and maintains both hardware and software for wide-area-networks. Writes middleware, works with protocols. Provides networking support for on-line application systems. Senior or mid-level title.

WAN analyst, architect, designer, engineer Technical developer. Evaluates, selects, installs, and maintains both hardware and software for wide-area-networks. Writes middleware, works with protocols. Provides networking support for on-line application systems. Senior or mid-level title.

warehouse analyst, architect, designer, engineer Developer. Could be application or technical. Designs the metadata and builds the indexing algorithms. Senior level title.

webmaster Old title rarely used

web designer Application developer. Does the graphic design, and updates and maintains Web sites. Requires Internet skills such as HTML, Java, Perl, VBScript, etc. and also database and business knowledge. Senior or mid-level title.

web programmer, internet developer Developer, usually applications. Develops interactive programs using Internet skills such as HTML, Java, CGI scripts using languages such as Perl, VBScript, JavaScript. Can be any experience level.

web specialist Developer. Used for a variety of job skills and levels, so has no real meaning other than requiring Internet skills such as Java, CGI scripts, HTML, etc.

MANAGEMENT TITLES

Project leader, team leader Application developer Senior level supervisory position. Supervises the work done by mid-level and junior developers. Duties may include personnel management and project planning and scheduling. Sometimes acts as analyst or programmer.

Project manager Application developer. First level management. Manages personnel and does project planning and scheduling for a specific application or function area. Other duties could be to conduct performance appraisals, determine salaries and increases, hire and fire staff, and be accountable for the system budget.

applications manager, systems manager, operations manager Middle level management, usually a department manager. IT departments in large companies usually have three departments, Programming (development and maintenance of applications systems), Systems (development and maintenance of the IT environment), and Operations (the support group for all IT assets, both hardware and software). In mid-size companies the Systems and Operations departments are often combined under the Systems title. Small companies often have a single IT department which does everything. These positions are often Vice Presidents.

CCO (Chief Compliance Officer) High-level corporate position. This person is responsible for ensuring that a company and its employees are in compliance with government regulations and internal policies. This job is not always part of IT, but it has heavy IT responsibilities regardless of where it is. Fairly new job.

CSO (Chief Security Officer) High level management position responsible for enterprise-wide protection. This job can be responsible for both information security and physical security, but often the two functions are separate. Can include any or all of the following responsibilities: information security, risk management, crisis management and response, physical security, Disaster recovery, privacy and regulatory matters. Usually a senior, technical development job.

CTO (Chief Technical Officer) High level management position, usually reporting to the CIO. This person is usually responsible for research and development and keeping up with new technologies. Sometimes this job is also responsible for new projects. Often this position uses the title "Vice President."

CIO (Chief Information Officer) High level position responsible for the performance of the IT function throughout the enterprise. Often the CIO reports directly to the corporate CEO (Chief Executive Officer). This job is responsible for planning and forecasting future hardware and software needs, managing the performance of the current IT

RECRUITING GLOSSARY

Account manager An employee in a consulting firm who receives job orders from client companies. Account managers are the contact point between the client company and the consulting firm. Also called account executive.

agency　　　　Usually refers to employment agency. A company that conducts third party placement. A company that finds employees for other companies for a fee.

applicant　　　See candidate.

assignment　　A task, or contract job.

billing rate　　Salary for consultants and contract-workers is usually expressed as an hourly rate which is also called billing rate, or daily rate (a multiple of hourly rate).

cold calling　　Phoning or emailing a potential candidate whose name (or email) has been received through direct recruiting (see direct recruiting). Contacting someone who doesn"t know you or your company.

candidate　　　A person applying for a job. The term is used interchangeably with applicant, although candidate often implies a level of pre-qualification.

consultant　　Someone who is brought into a company for a specific task, usually identified by a defined period of time. The consultant is paid by a consulting firm and he or she may be a permanent employee of the consulting firm or a free lancer.

contract　　　Hiring someone for a specific task, usually identified by a defined period of time. The contract worker is not an employee of the contracting company and does not receive corporate benefits.

daily rate　　See billing rate.

direct recruiting　　Or, direct sourcing. Actively looking for candidates rather than just working with resumes that have been received. Often referred to as finding passive candidates. Includes two parts, first, prospecting for names of potential candidates, and second, cold calling.

free lancer　　A free lance worker is a self-employed person who works for various companies on a contract basis. Free lancers rarely receive benefits. Free lancers can be hired directly by a corporation to perform a specific task, but more often are hired by consulting firms who then get the assignments from corporations. Free lancers are also called independents, and contract workers.

GLOSSARY (cont)

Headhunter Term usually used for a recruiter in an employment agency. It is a derogatory term and indicates someone who has no personal interest in the candidate. The term can be used for any recruiter, and, in fact, is often used to refer to anyone who cold calls into a company.

Hiring manager The manager who has the job opening. The hiring manager is the one who provides the job description and is the one who decided who to hire.

Hourly rate See billing rate.

Ice breaker See rapport building.

Independents See free lancer.

Job order See job requisition.

Job requestor The person who gives a job order to a recruiter. In consulting firms this person is usually an account manager. In employment agencies the job requestor works for a client company and could be the hiring manager but more often is a member of the HR department. With corporate recruiting the job requestor is usually the hiring manager.

Job Requirement Although used simultaneously with job requisition, a job requirement is actually something the candidate must have - something that cannot be negotiated.

Job Requisition The specific definition of an open position. Also called job order and job requirement. The job requisition can be for a permanent employee, or for a consulting assignment, although job order is often used to refer to a consulting assignment.

Negotiation Negotiation is presenting the job opportunities to candidates, and handling any objections that come up in order to ensure that the candidate accepts an offer. The most common negotiated aspect of any job offer is salary.

Permanent hire Hiring someone to be a company employee who will receive whatever benefits the company offers, and will stay employed until either the employee or the company decide to terminate the employment. Permanent placement can be full-time or part-time.

Permanent placement Recruiting for corporate employment. Usually used to refer to the work employment agencies do.

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GLOSSARY (cont)

Pipeline   Pipelines are built for open jobs and for candidates. The job pipeline shows how many candidates are applying for each job and where in the pipeline they are: e.g., how many résumés have been received, how many candidates have been interviewed, etc. The candidate pipeline shows how many candidates the recruiter is working with at any given time regardless of job, and shows, e.g., how many interviews a recruiter has scheduled.

Process control   Process control is the methodology used to manage the entire recruiting process. Process control includes established standards, such as "all job openings will first be made available to internal candidates." It also includes standard forms such as Pipeline Reports that help control recruiting activity.

Queue   A queue is simply a line. Used in recruiting it usually refers to the "line" of candidates for a job, or the "line" of jobs that need to be filled.
Used interchangeably with "pipeline."

Rapport building   Also called "ice breaking." Rapport building refers to the time taken by recruiters to build a relationship with a candidate. The term is usually used to refer to the opening of an interview and can reflect actions, such as getting coffee, or questions, such as "Did you have trouble finding us?"

Soft skills   Soft skills are interpersonal skills, such as leadership ability, communications skills, and growth potential. These skills are hard to measure objectively and behavioral questions are often used to identify them.

Sourcing   Developing a list of applicants for a job; gathering résumés of applicants for a job.

Staffing industry   Companies that conduct third party recruiting and placement. Includes employment agencies and consulting firms.

JOB ADS (Dice, July 2012)

Database Designer   XXXX Technologies   Las Vegas, NV   Jul-17

XXXX Technologies is currently recruiting for a Database Designer for a project in Las Vegas, Nevada. This is a contract opportunity with a great team.

The Database Designer will:

- Review business requirements and business flow diagrams
- Conduct or customize Oracle Spatial training for personnel
- Create Data Definition/Dictionary
- Create Entity Relationship Diagrams
- Establish Logical DB Schema
- Establish Physical DB Schema
- Assist with design of application interface(s)
- Assist in development of Data Loading Process/Interface
- Evaluate Global Mapper for use
- Provide problem resolution assistance with development, testing and production as necessary
- Mentor application support staff

Software and Technical skills required include:

- Oracle Spatial
- Oracle Map Builder
- Oracle Map Viewer
- Java
- PL/SQL
- Web Services
- MS SQL Server

Desired Skills include:

- Oracle Express a plus
- Experience with GIS systems e.g. GE SmallWorld or Integraph a plus

JOB ADS (cont)

Manager, EDI Ecommerce   XXXX Resource Group   Cleveland, OH   Jul-18

Responsibilities
This person is responsible for providing vision and leadership to develop, support and maintain the EDI environment for our operating companies. This position will manage a team of employees

This position will provide guidance to our leadership team and our operating companie on strategies and solutions that create competitive advantage for the enterprise.

Specifically, this position will have responsibility to support and maintain thousands of unique trading partners and millions of EDI transactions. This position will have responsibility for approximately 30 employees across four campuses that provide technology solutions for the enterprise. Travel will be required.

The ideal candidate will:
-Have experience managing EDI Teams and related infrastructure.
-Demonstrate strong communication skills and have the ability to reach audiences remotely. This position will manage multiple campuses.
-Work in a matrix organization and have the ability to influence and communicate a vision without hard-line authority.
Have a natural ability to build relationships with internal and external customers and deliver solutions.
-Have a passion for getting things done and a reputation for action.
-Have priority on developing strong teams that have a focus on quality and speed to delivery.

Education Requirements
Bachelors of Science Degree in a computer science or related program required. An advanced degree, including MBA is preferred.

US citizens and Green Card Holders and those authorized to work in the US are encouraged to apply. We are unable to sponsor H1b candidates at this time.

JOB ADS (cont)

SW Engineer - .Net Web Developer - Work by the Beach!	XXXX Technologies	San Diego, CA	Jul-06

Job description:

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. Other duties may be assigned.

**Designs, modifies, develops, writes and implements web software applications.

**Participates in the testing process through test review and analysis, test witnessing and certification of software.

**Translate technical requirements and understand client's needs to help frame a solution that meets all expectations.

**Assist with mentoring of new staff on tasks, department standards, procedures, and requirements.

**Attend and participate in staff meetings.

**Complete special projects and/or research as assigned.

**Maintain ongoing knowledge of departmental procedures.

SYSTEMS/SOFTWARE - Thorough knowledge of the following:

**.Net framework, C#, ASP.NET, SQL Server, XSL, HTTP, Web Services, and distributed applications.

**Knowledge of Java a plus.

Our Benefits

We work hard to take care of the people that work for us. We offer all the traditional benefits, plus a number of programs that can help you advance your career and improve your life. Healthy, happy employees are productive employees**and taking care of our people is just the right thing to do. We work to continually add new benefits as new options become available.

JOB ADS (cont)

Structural Engineer   XXXX   Centennial, CO   Jul-17

Job description:
Structural Engineer XXXX Polar Services * Experience Antarctica

Seeking a unique adventure as well as employment? How would you like to be one of the few people on the planet to have the opportunity to live and work in Antarctica? XXXX Polar Services is the primary contractor for the National Science Foundation's (NSF) U.S. Antarctic Program. We are currently seeking a Structural Engineer to work in our Centennial, CO location. This position will deploy to Antarctica during the Austral Summer for a minimum of 2-3 weeks.

The Structural Engineer will accomplish structural engineering and design functions with the supporting calculations and documents necessary to complete a professional design.

Duties and Responsibilities
* Reports to the Manager of Engineering as to the status of engineering and other activities in conjunction with assigned engineering work task and project schedules.
* Assists in the development of budgets and program planning for special or assigned projects.
* Coordinates with the Project Engineers and Project Managers on structural engineering activities relating to design and construction elements of a work assignment.
* Provides assistance to construction on engineering related matters such as design and specification clarifications and changes, as-builts, field engineering and scheduling.

Required Experience

* Minimum four years of progressively responsible structural engineering experience related to the design of facilities and systems is required.
* Experience reviewing structural engineering design, specification preparation, project scheduling and project cost estimating is required.

JOB ADS (cont)

Global Delivery Network Manager	XXXX	New York, NY	Jul-19

Job description:

XX is a leading global provider of products, technologies, solutions and services to consumers and business. The company's offerings span IT infrastructure, personal computing and access devices, global services, and imaging and printing. Our $4 billion annual R&D investment fuels the invention of products, solutions and new technologies so we can better serve customers and enter new markets. We invent, engineer and deliver technology solutions that drive business value, create social value and improve the lives of our customers.

business environment

XX invents.

We believe in thinking space. Room to create. Radical ideas. And if ever we depart from that culture, we'll start over. Our market is complex, but XX works simple: our structure is straightforward, grouping people and their skills in business or product sectors where they'll stimulate each other and work best together.

Success does not just happen. Its managed. Our managers make sure we have all we need to get things right first time, on time, every time. You'll be developing and implementing new administrative processes. Continuously improving them. Thinking of new ways to do things better, faster, cheaper, and adding more value to the business. But most of all, management is about delivering results through other people, and adding more value to the business. You'll manage, mentor and motivate teams, making the most of individual talents, ensuring that people are trained to do what's expected of them and more, and making sure that we have the right technical and people resources.

JOB ADS (cont)

SAP FI/CO - Manager	XXXX	Los Angeles, CA	Jul-18

Job description:

Just what you thrive on - an endless supply of insanely tough business problems with unlimited upside. When top consultants get together to help clients solve the toughest problems, there's no limit to the possibilities.

XXXX Consulting. Bigger challenges. Bigger opportunities.

XXXX Consulting LLP ("XXXX Consulting") is one of the nation's leading consulting firms for business strategy, operations, technology and human resources planning. We bring together a strong combination of experience, scale and capabilities to help clients address their most complex business problems. The organizational structure of our parent organization and our collaborative approach integrate our consulting services with other XXXX USA subsidiaries offering tax services, financial advisory services, and risk management capabilities. Clients depend on us for straightforward advice and results that create value.

With nearly 7000 XXXX Consulting employees in more than 80 U.S. cities, we understand that people are our most precious resource. We also know that serving our clients and helping them and our people excel demands a diverse range of skills, talent, experiences and backgrounds.

XXXX Consulting's Enterprise Applications Practice (Oracle, SAP and Emerging Solutions) helps clients solve complex business issues with a combination of packaged software, more efficient processes, and deep industry experience. Our work allows clients to gather, analyze, access, and use information from across their enterprise to create value in all aspects of their business-from the back office to the front desk, from CRM to Supply Chain to ERP.