



**Transportation Building**

395 John Ireland Boulevard  
Saint Paul, Minnesota 55155-1899

Craig Lindell  
Search Specialists  
2655 North Shore Drive  
Wayzata, MN 55391

Dear Mr. Lindell:

I am writing this letter to express my appreciation for the work of Kris Rudd. I worked with Kris over the past six months in an effort to hire an Applications Resource Manager for the Minnesota Department of Transportation. Although we were not successful in finding an appropriate candidate, I want to emphasize that the unsuccessful search does not reflect on the quality of the services provided by Kris.

Kris was by far the most aggressive and active recruiter with whom I had contact. She was very effective in understanding our requirements and did an excellent job finding candidates with a potential fit. She was at all times pleasant to work with, despite the disappointments for her of some of our decisions.

It is common knowledge that the information systems field is at this point highly competitive. Salaries are rising rapidly and a high percentage of vacancies are common place across the industry. As a state agency we have been constrained in our ability to offer competitive wages in this tight market. This situation constrained our search considerably.

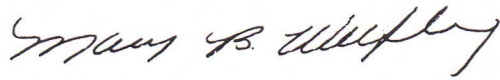
Our organization is among a small percent of organizations that are actively and successfully implementing an enterprise approach to managing information resources. It is important to our success to bring in candidates with both an appreciation of this approach as well as some experience in it. This requirement narrowed the range of potential candidates immensely.

We faced a third difficulty in that our internal staff continued to grow in their technical knowledge, skills and abilities during the search process. One of the criteria for our Applications Resource Manager is an ability to provide strong technical leadership to our applications group. As our internal people grew in technical strength it became more difficult over time to find a candidate with superior knowledge and experience.

I realize from the perspective of you and Kris that success is in large part determined by the commission of your placements. *The fact that this search process did not result in a placement for us and a commission for you reflects on the difficult circumstances under which this search has been conducted.* Kris's skills and diligence should be recognized despite the outcome.

We will reassess the wisdom of continuing our search in approximately six months. If we choose to resume the search, I will most certainly contact your organization, specifically Kris.

Sincerely,

A handwritten signature in cursive script that reads "Mary B. Welfling".

Mary B. Welfling, Director  
Office of Information Resource Management

cc: Kris Rudd