

# Referrals 2015

CXR  
Brown Bag  
Lunch Webinar  
Oct 9, 2015



Chris Hoyt | Mark Mehler | Gerry Crispin

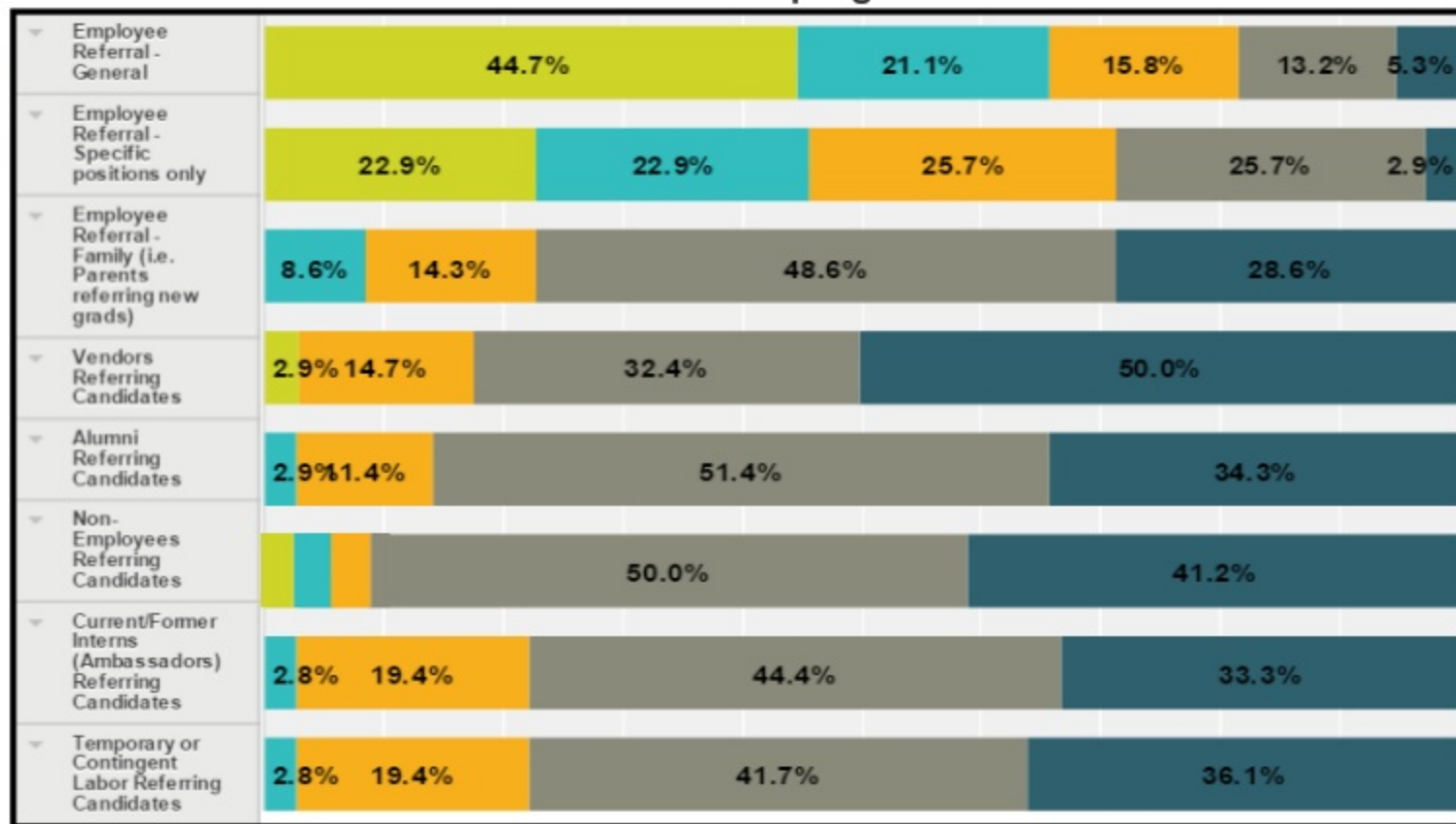
ABB Enterprise Software  
Agilent  
Amtrak  
Avery Dennison  
Campbells  
Catamaran  
Charlese Schwab  
Comcast  
Cummins  
Deloitte  
Disney  
Enterprise Holdings  
Fidelity  
Genentech  
Herman Miller  
Informatica  
Johnson & Johnson  
Kimberly Clark  
Macy's  
Marriott International  
Nationwide Insurance  
Nike  
PepsiCo  
Polaris  
Sedgwick  
Sprouts  
Target  
TimeWarner Cable  
Verizon Wireless  
Wells Fargo  
Yum Brands

AbbVie  
Amazon  
Aramark  
Bank of America  
Capital One  
CDK Global  
Cigna  
ConAgra Foods  
CVS  
Dell  
Edward Jones  
EY  
Fifth Third  
Gulfstream  
Hilton  
Ingersoll Rand  
JP Morgan Chase  
L Brands  
Manulife Financial  
McGladrey  
Navistar  
Ortho Clinical Diagnostics  
Pitney Bowes  
QVC  
Shell  
State Farm Insurance  
Thermo Fisher  
TiVo  
Walmart  
Whirlpool

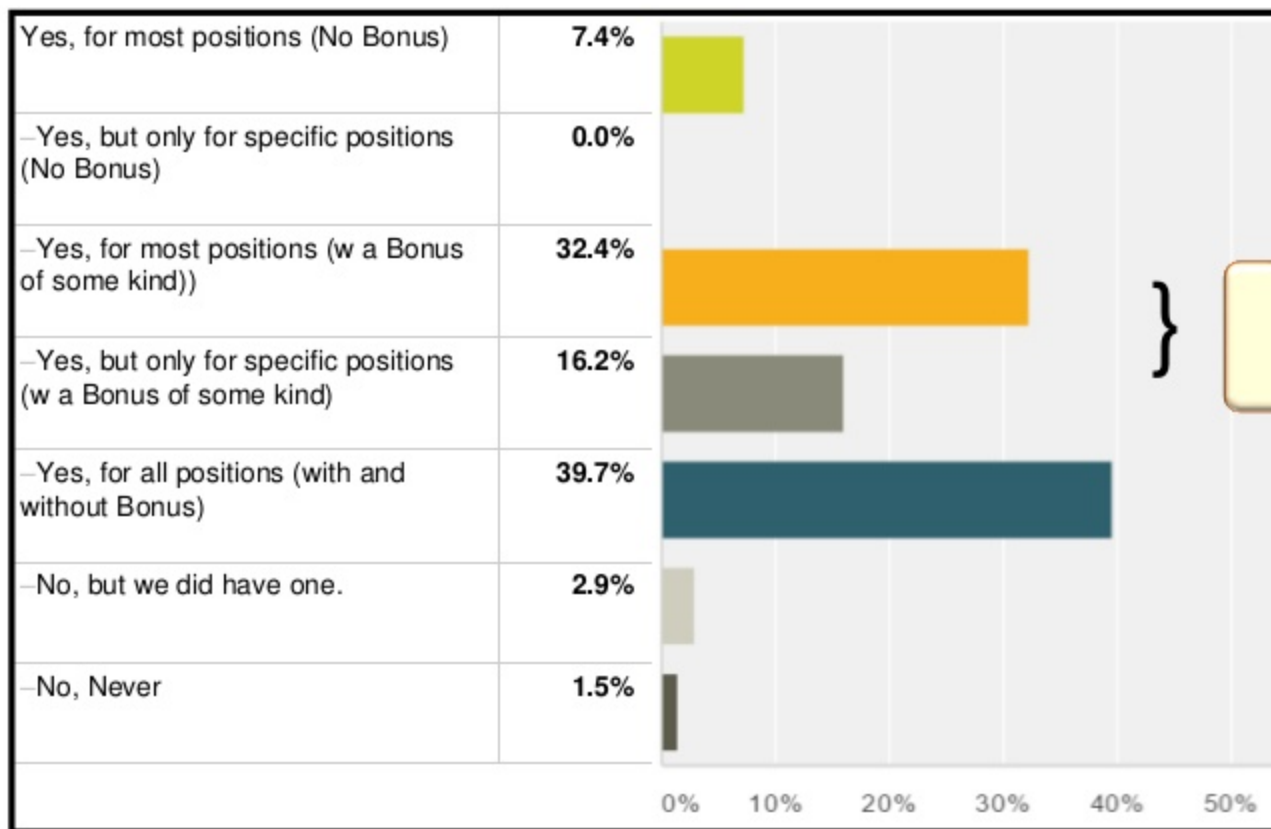
ADP  
Amerihealth Caritas  
Astra Zeneca  
BASF  
Cargill  
CH2M Hill  
Citrix  
Corning  
DaVita  
Deluxe  
Eli Lilly  
FedEx  
GE  
Halliburton  
IFF  
Intuit  
Keysight  
Lockheed Martin  
Marathon Oil  
Merck  
Nestle  
Peabody Energy  
PNNL  
Schneider Electric  
Southern California Edison  
Stryker  
Time Warner  
Two Sigma  
Wegmans  
Williams Corporation

*Are we operating on current or old data?*

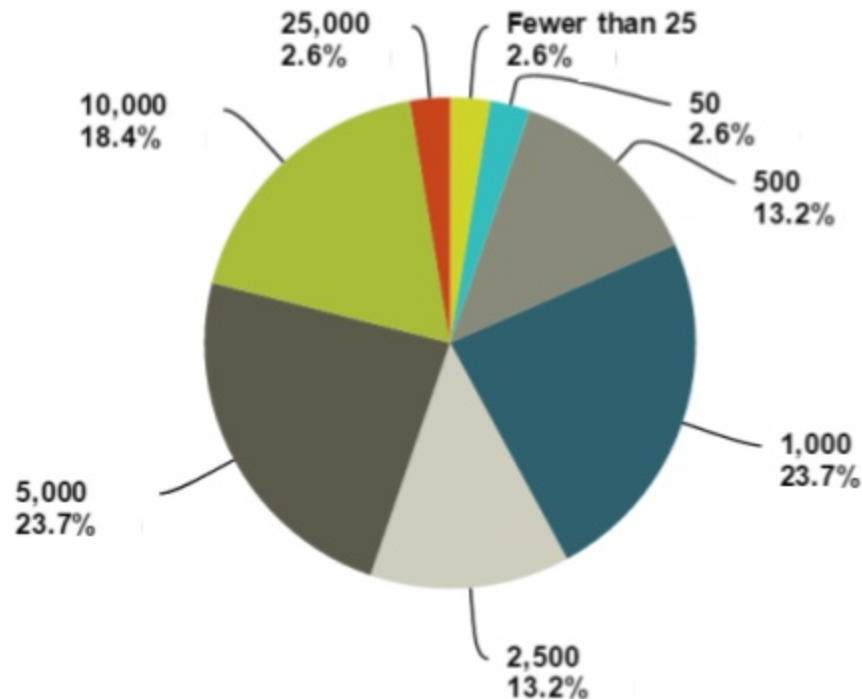
## Is it a "Formal" program?



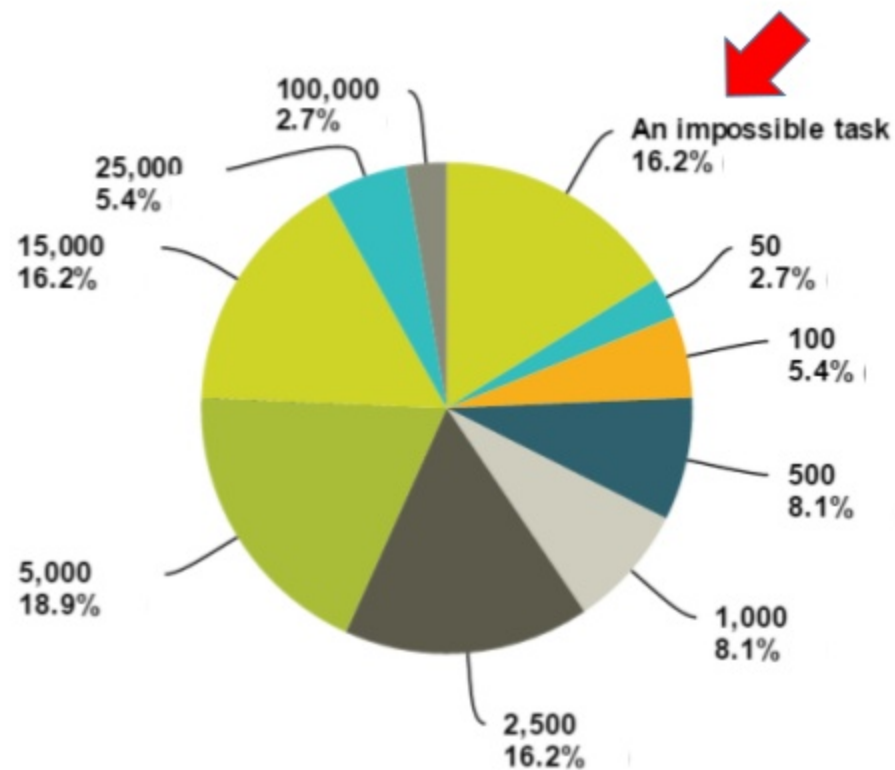
Do you have an Employee Referral process?  
(formal or informal)



- About ½ the respondents have a bonus

How many  
NEW HIRES this  
year?

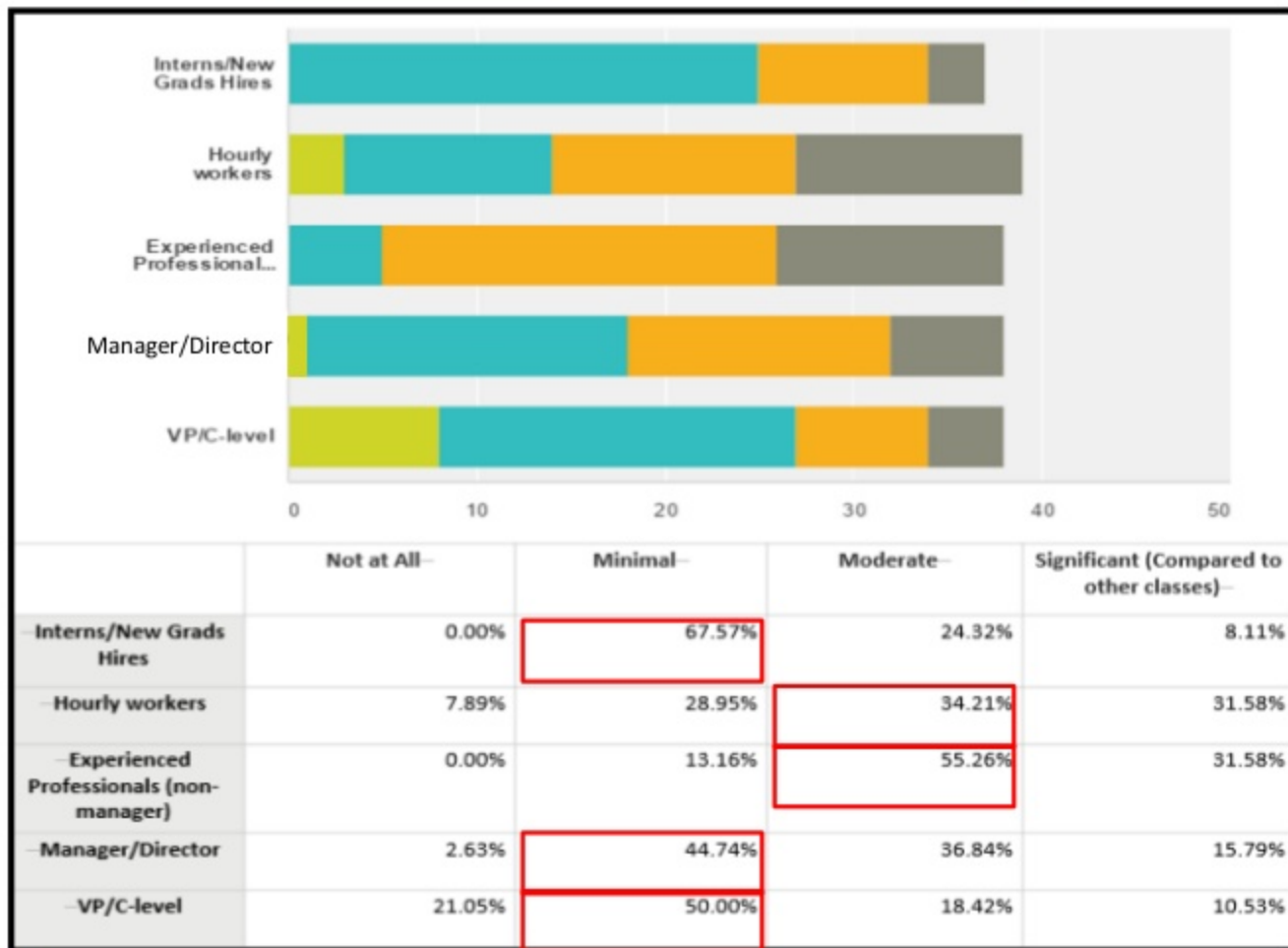
Total REFERRALS



Referrals/Position= ~4

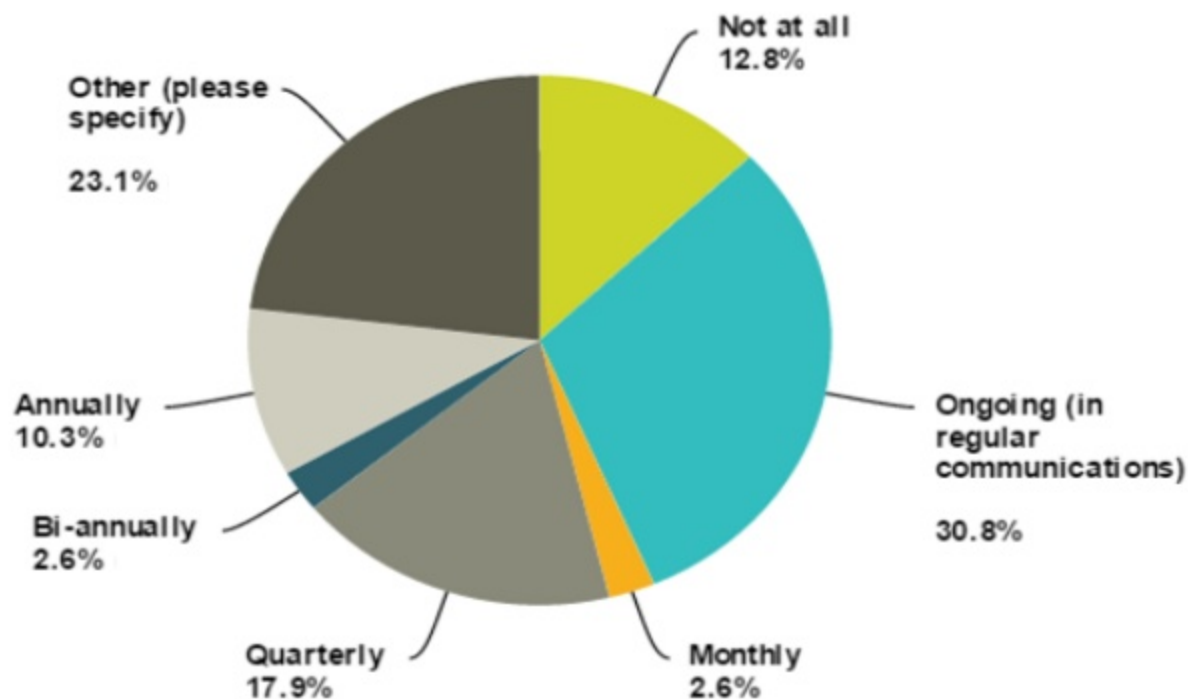
	0%, N/A	1-5%	6-10%	11-15%	16-20%	21-25%	26-30%	31-35%	36-40%	41-45%	46-50%	51-55%	56-60%	+ 60%
<b>EMPLOYEES</b>	0.00%	10.53%	2.63%	5.26%	15.79%	13.16%	15.79%	10.53%	13.16%	0.00%	5.26%	0.00%	0.00%	7.89%
<b>Alumni</b>	36.36%	33.33%	9.09%	9.09%	9.09%	6.06%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Candidates NOT Employees</b>	40.63%	25.00%	3.13%	6.25%	3.13%	3.13%	6.25%	6.25%	3.13%	0.00%	3.13%	0.00%	0.00%	0.00%
<b>Sourcers asking "Who do you know?"</b>	25.71%	25.71%	14.29%	8.57%	8.57%	2.86%	5.71%	2.86%	0.00%	0.00% 0	5.71%	0.00%	0.00%	0.00%
<b>Vendors</b>	33.33%	39.39%	18.18%	3.03%	6.06%	0.00%	0.00%	0.00%	0.00%	0.00% 0	0.00%	0.00%	0.00%	0.00%
<b>Customers</b>	54.55%	24.24%	9.09%	6.06%	3.03%	0.00%	0.00%	0.00%	3.03%	0.00% 0	0.00%	0.00%	0.00%	0.00%



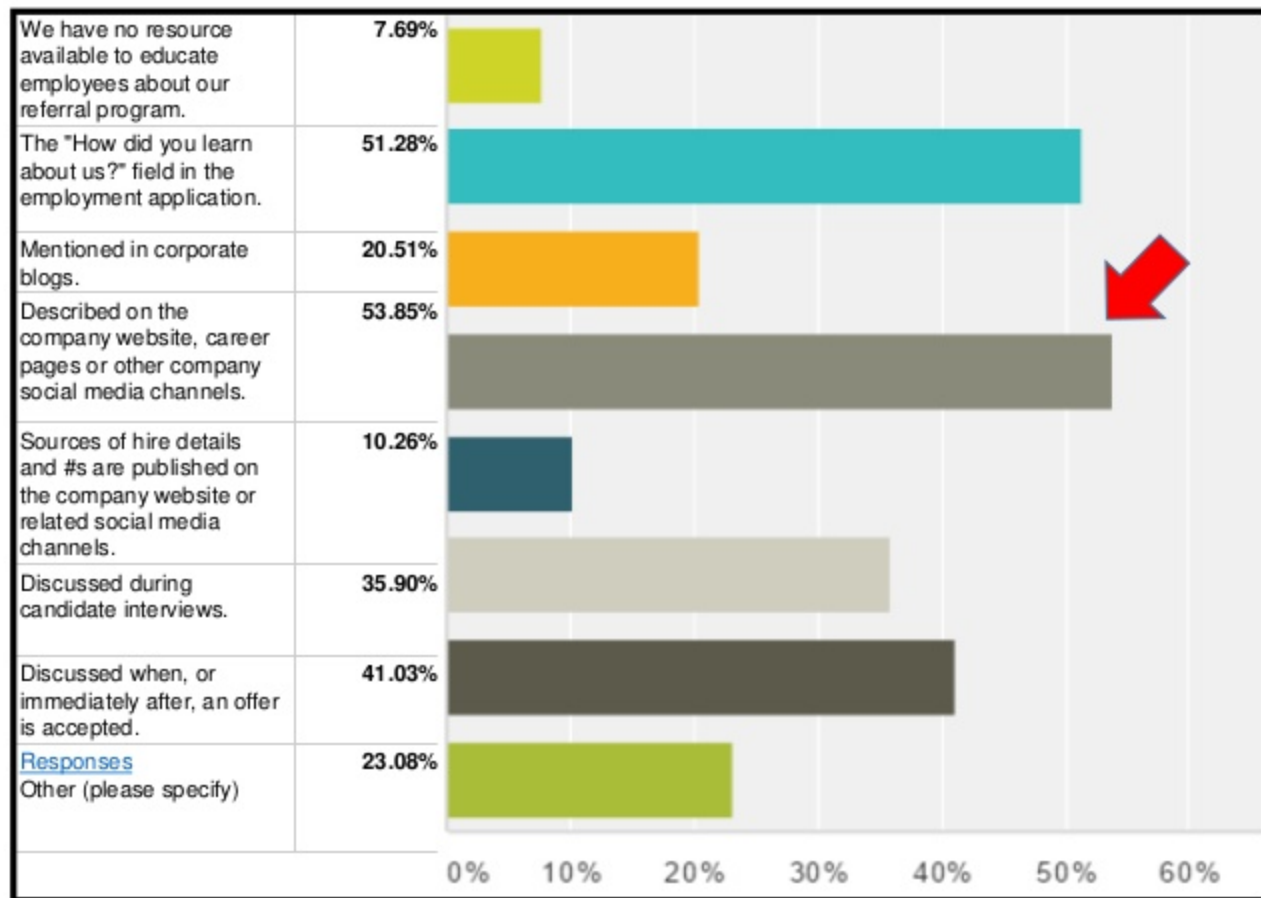




## PROMOTION (Internal): How often do you promote your referral program to employees throughout the year?



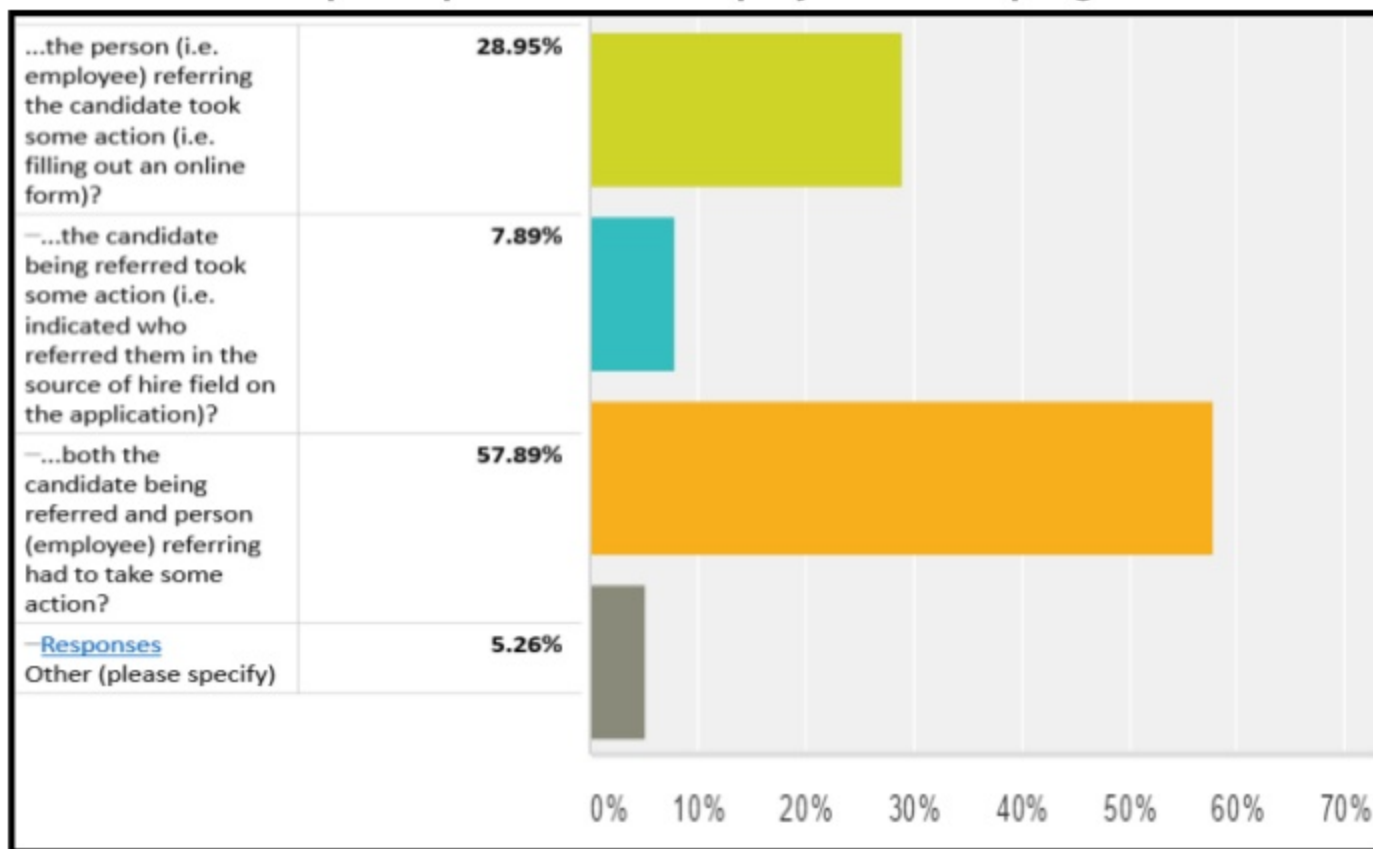
- Program is only promoted by role and specific business unit campaigns
- Spot promotions.. Referral Blitzes
- Posters hang on some walls.
- We just launched Taleo social sourcing (Talent Vine), otherwise it would be infrequent at best
- Formal communication 1x, informal talking recruiter to employee or manager is ongoing
- Notifications are sent out with new job openings
- **Only in emergencies -need to be better**
- Intranet posting, recruiters email signatures

BRANDING (External): How do Candidates learn about your referral program?

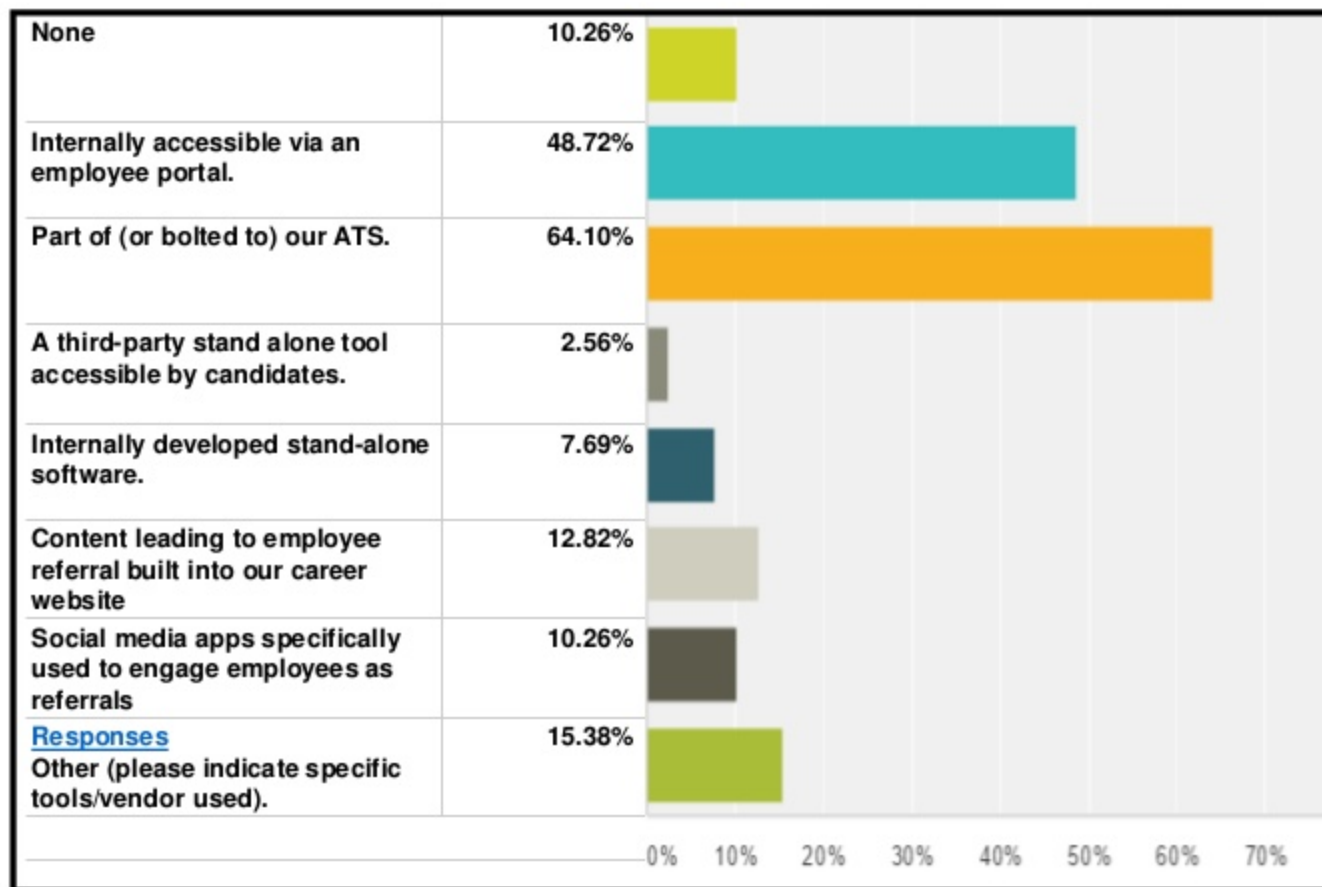
- Described on the company intranets, by division
- Mentioned specifically by the recruiters, calls to new hires
- New Hire Communication
- Marketing campaigns
- As needed by depts hiring, or as management wishes to communicate
- New hires get information during orientation
- Part of our ATS
- Not done well or consistently
- Mentioned during New Hire Orientation

### MECHANICS: What does a candidate or referrer need to do to ensure participation in the employee referral program?

- Associates submit referrals online through associate portal to posted position

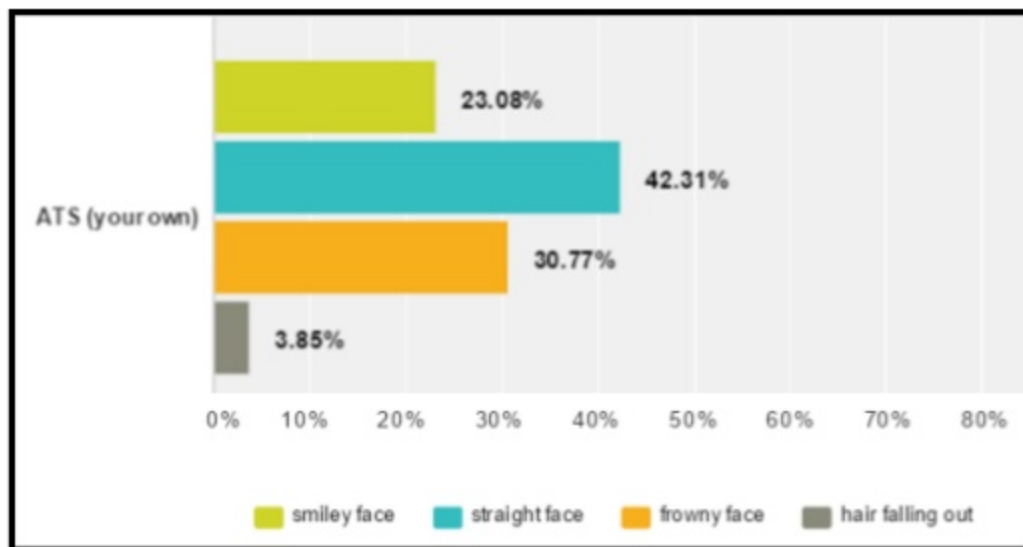


## TECHNOLOGY TOYS: What technologies do you use to augment your referral program?



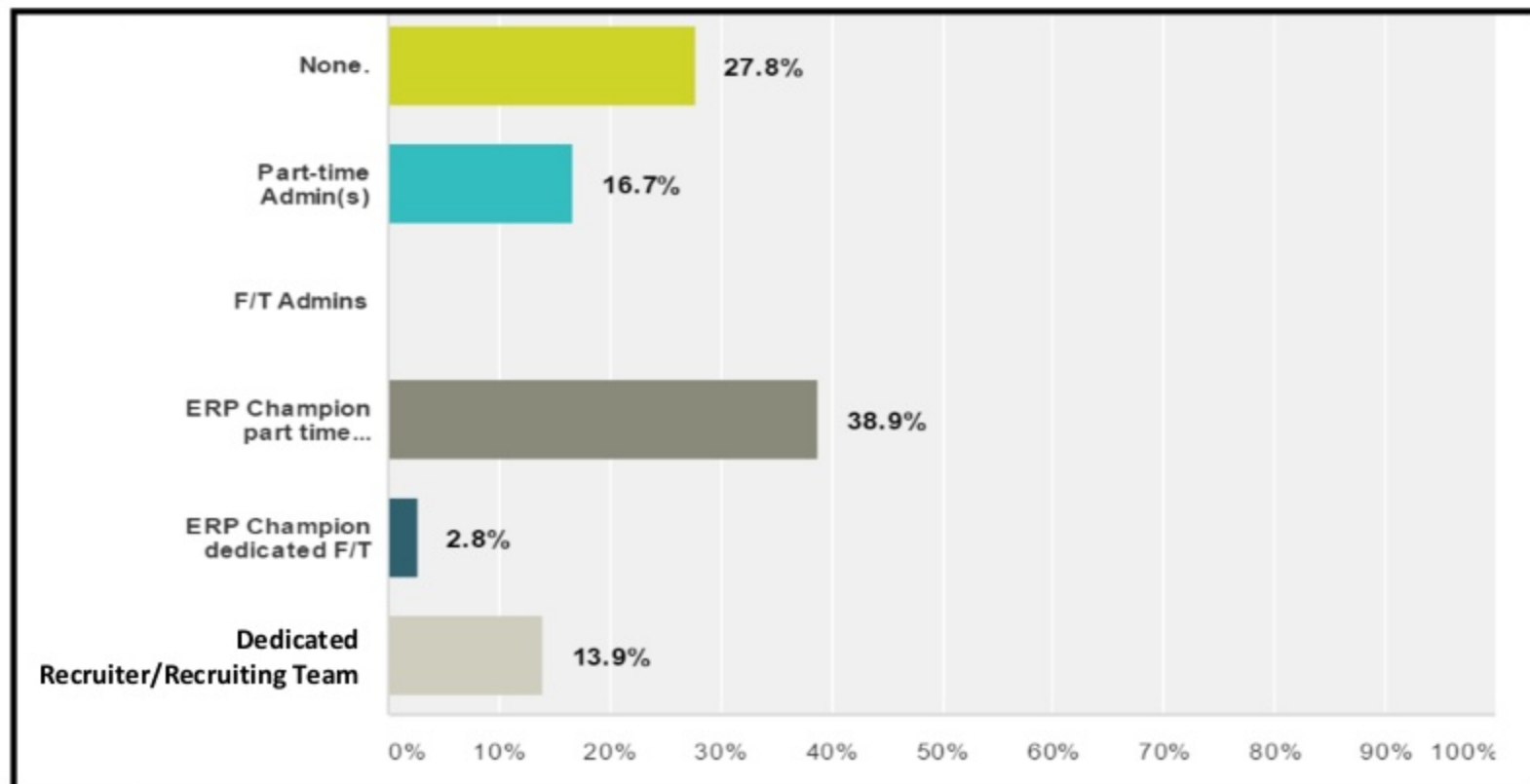
- Bonus programs with payroll
- EmployUs
- Role Point
- Unknown at this time
- Taleo
- We are just starting the deployment of smart recruiter for ER

**TECHNOLOGY TOYS:** Please find the name of your referral software vendor(s) and select your satisfaction level with their service.

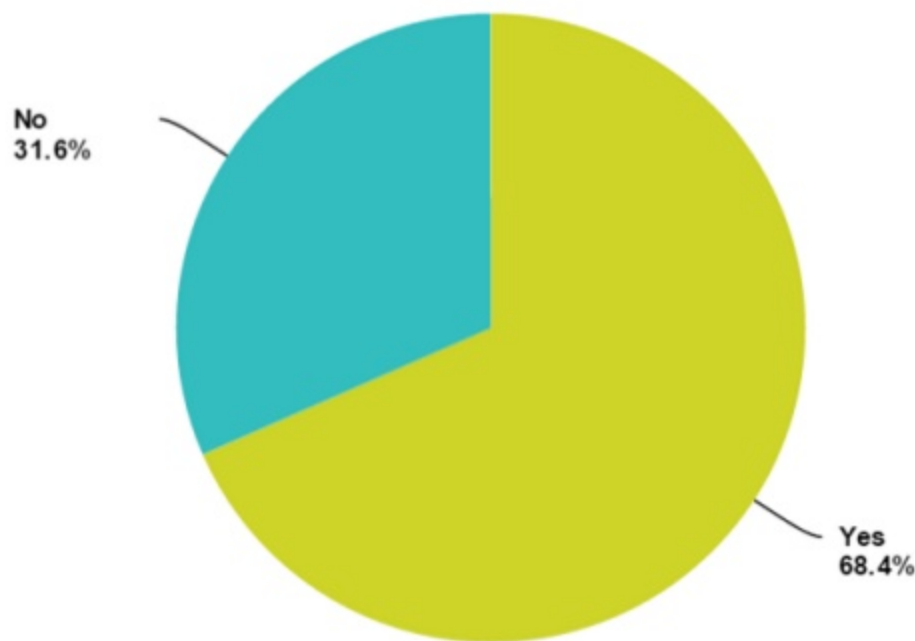


▼	ATS (your own)
▼	Careerify
▼	EmployeeReferrals.com
▼	GoodJob
▼	Findly
▼	Jalp
▼	JIBE
▼	Jobvite
▼	Reppify
▼	Rolepoint
▼	TalentTag
▼	TalentVine/Oracle
▼	Work4
▼	Zao

**Dedicated Human Resources: What is the dedicated labor assigned to your Referral Program?**



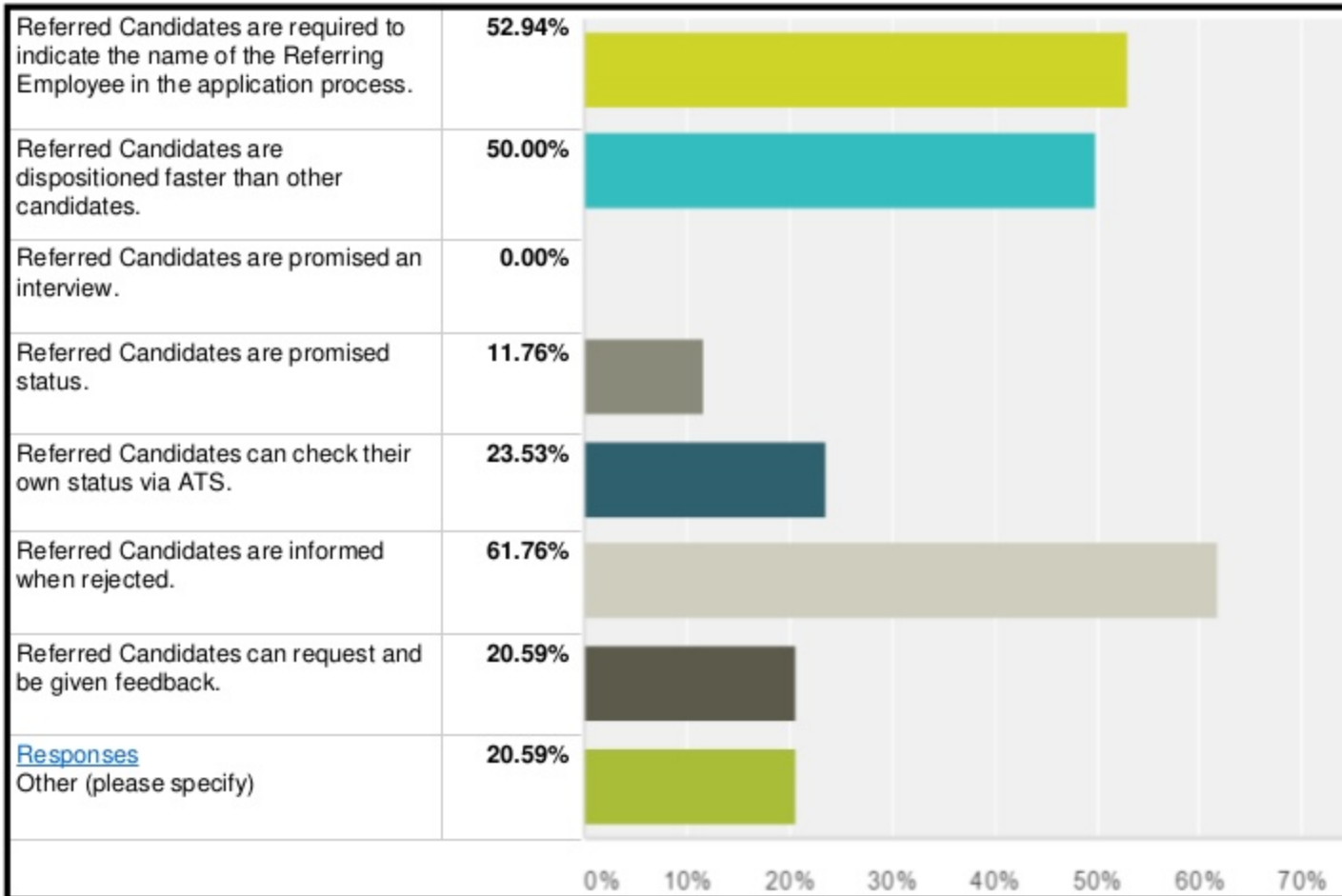
**CANDIDATE EXPERIENCE:** Do you respond differently to referred candidates at any stage of the recruitment process?





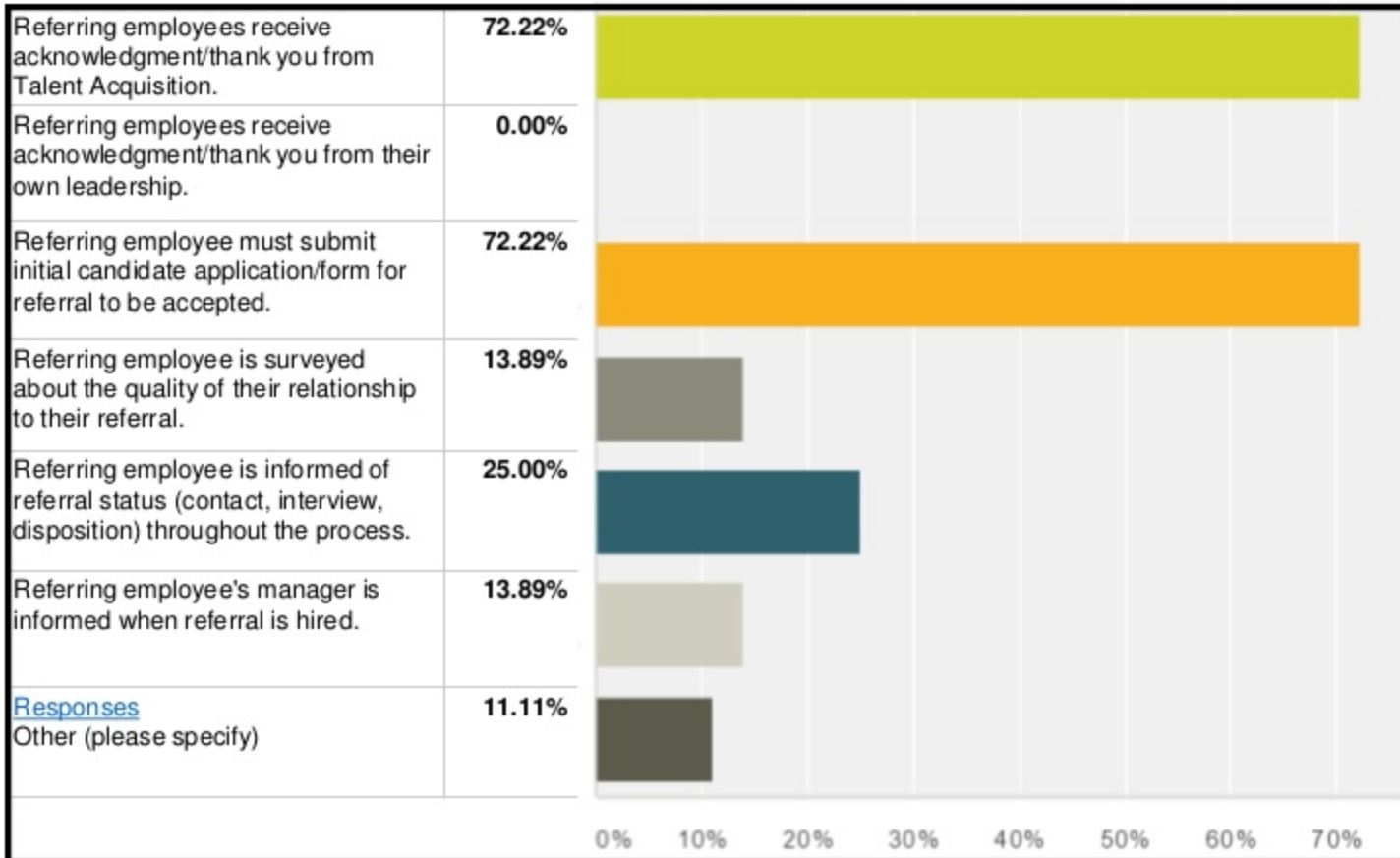
The following  
**CANDIDATE**  
elements are a part  
of your ERP

- Referring team member receives notice if their referral is selected. As well as notice to when their referral is expiring.
- Referral is sent a direct link to apply versus having to go to the website. They then receive a "thank you" after submission.
- **Referred candidates are promised an interview in sales and technology positions**
- Referring employee can see the status on his/her referrals online
- We reach out (either phone or email) to every referred candidate
- Not treated any differently. I recommend treating them differently.
- Referred Candidates are researched more thoroughly than other candidates
- **Referred candidates are contacted by a recruiting within 48 hours.**

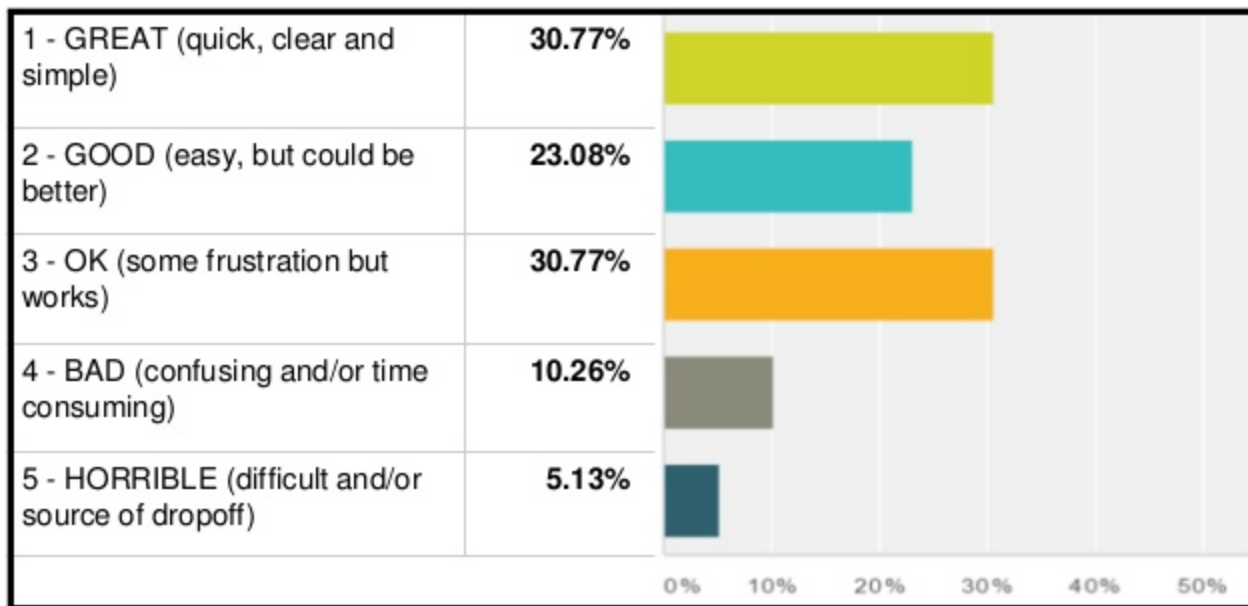


The following **EMPLOYEE** elements are a part of your ER Program.

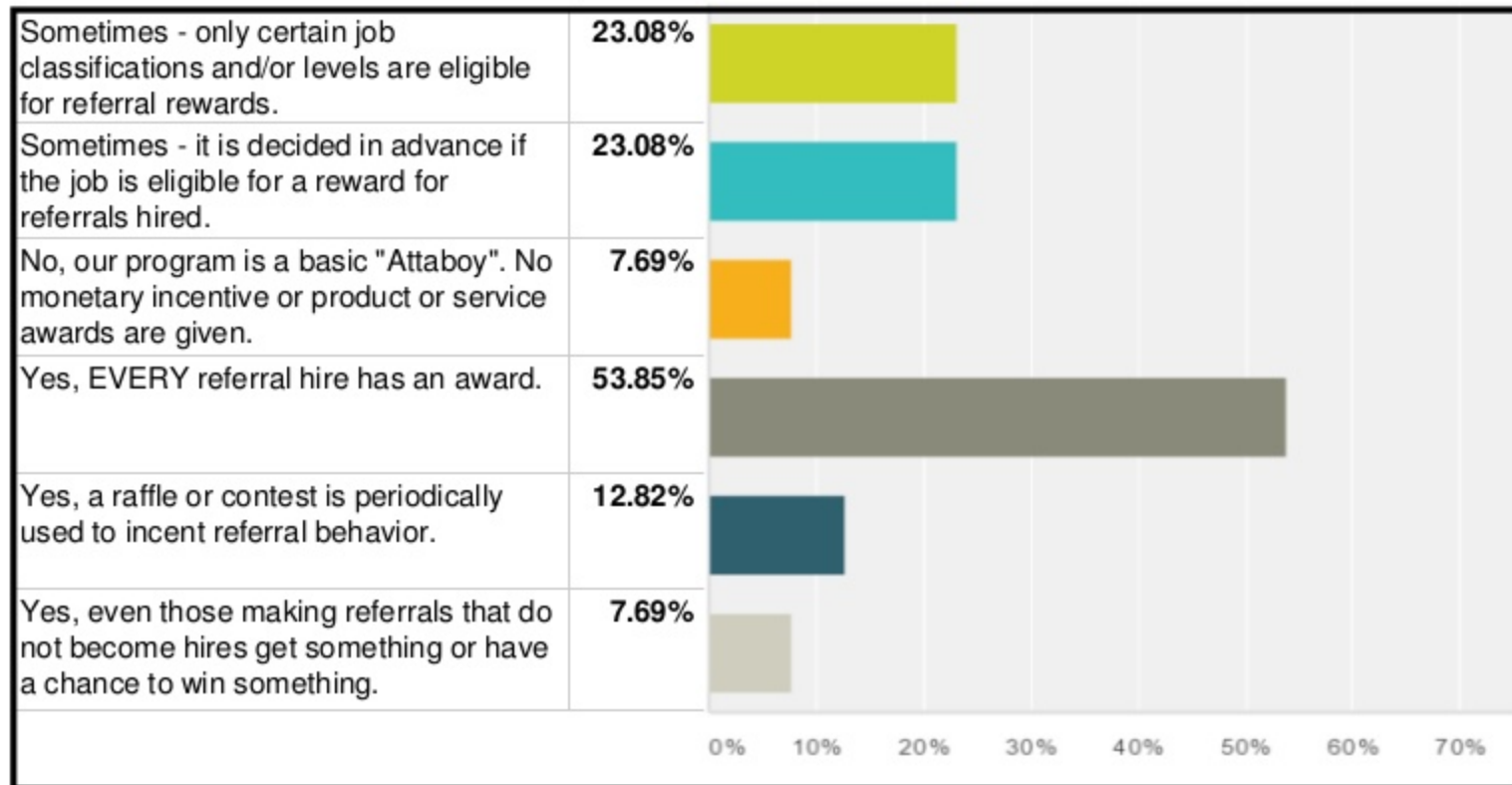
- Referring employee's manager is informed when referral is hired.
- Referring employee is informed of referral status (contact, interview, disposition) throughout the process.
- Referring employee is surveyed about the quality of their relationship to their referral.
- Referring employee must submit initial candidate application/form for referral to be accepted.
- Referring employees receive acknowledgment/thank you from their own leadership.



Rate the **DIFFICULTY** of submitting a referral to your company.



**BONUS - GENERAL: Do you offer bonuses for Employee Referrals that are hired? Please check all that apply.**



**BONUS - SPECIFIC:** If using rewards that are NOT monetary, please list them. Examples may include vacation days, donations to favorite charity, etc.

- *iTunes gift card and raffle for iPad for hires*
- *\$1,500 for non exempt hire, 2K for exempt hire- grossed up*
- *It can be mixed outside the US based local regs. Within the US, it's always cash*
- *\$23,000 Polaris Slingshot given away as grand prize*
- *For our retail stores we do a points system that associates can trade in for gifts*
- *Charity donations for senior level people not eligible for monetary rewards*
- *\$10k, vacation days*