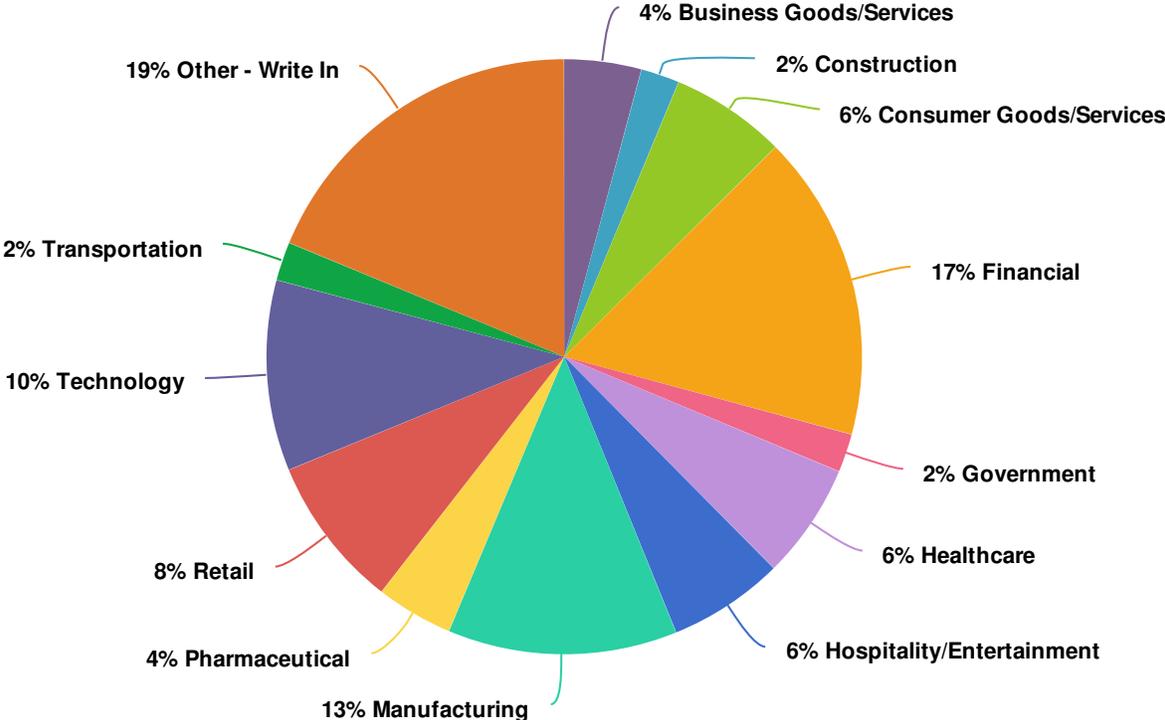
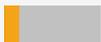
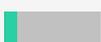


Report for cXr Pulse Poll: How do you determine an employee referral?

1. Please select the industry that best represents your organization:



Value		Percent	Responses
Business Goods/Services		4.2%	2
Construction		2.1%	1
Consumer Goods/Services		6.3%	3
Financial		16.7%	8
Government		2.1%	1
Healthcare		6.3%	3
Hospitality/Entertainment		6.3%	3
Manufacturing		12.5%	6
Pharmaceutical		4.2%	2
Retail		8.3%	4
Technology		10.4%	5
Transportation		2.1%	1
Other - Write In		18.8%	9

Totals: 48

Other - Write In**Count**

Travel/Tourism

2

Engineering

1

Non profit, membership-based

1

Professional Services

1

media and entertainment

1

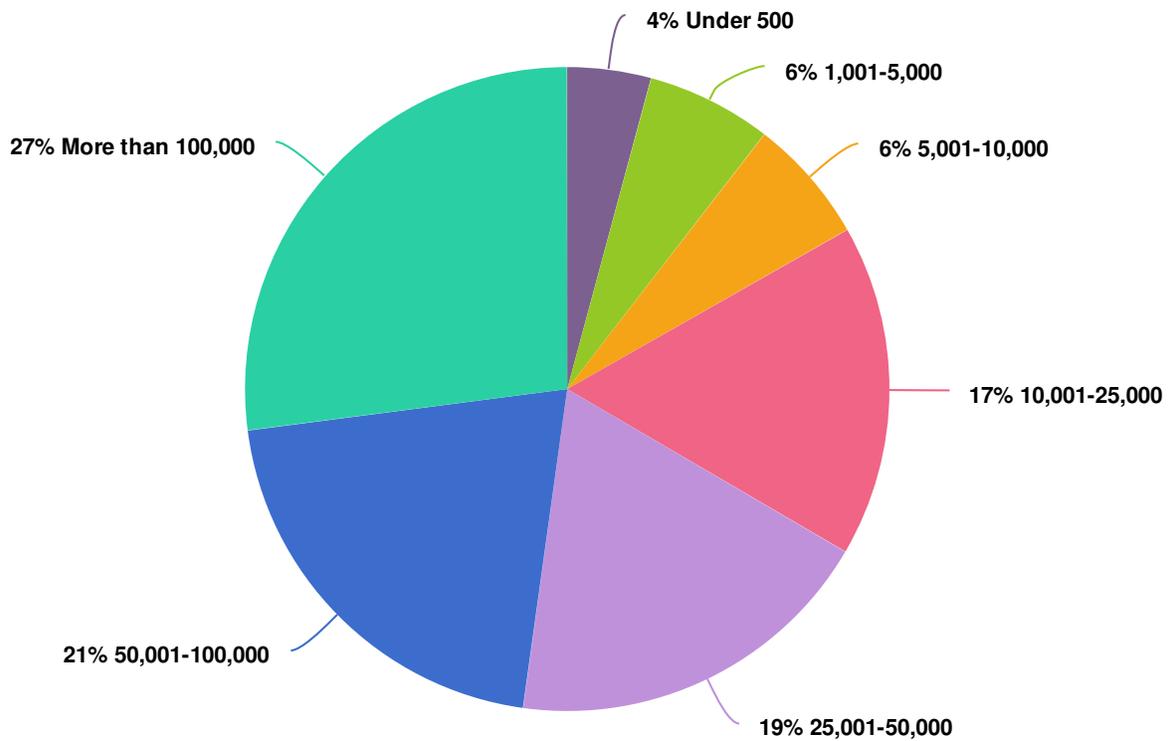
service technology

1

Totals

7

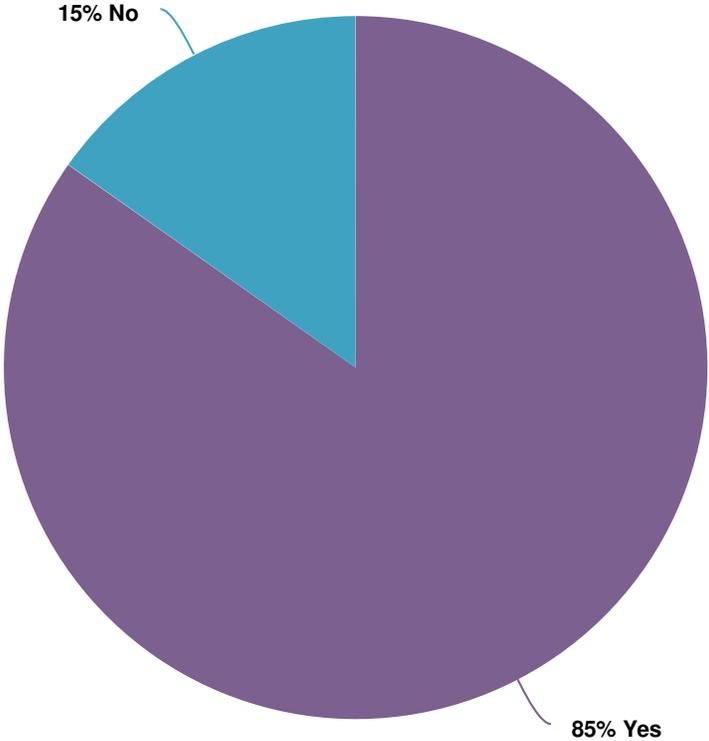
2. How many employees does your organization have globally?



Value	Percent	Responses
Under 500	4.2%	2
1,001-5,000	6.3%	3
5,001-10,000	6.3%	3
10,001-25,000	16.7%	8
25,001-50,000	18.8%	9
50,001-100,000	20.8%	10
More than 100,000	27.1%	13

Totals: 48

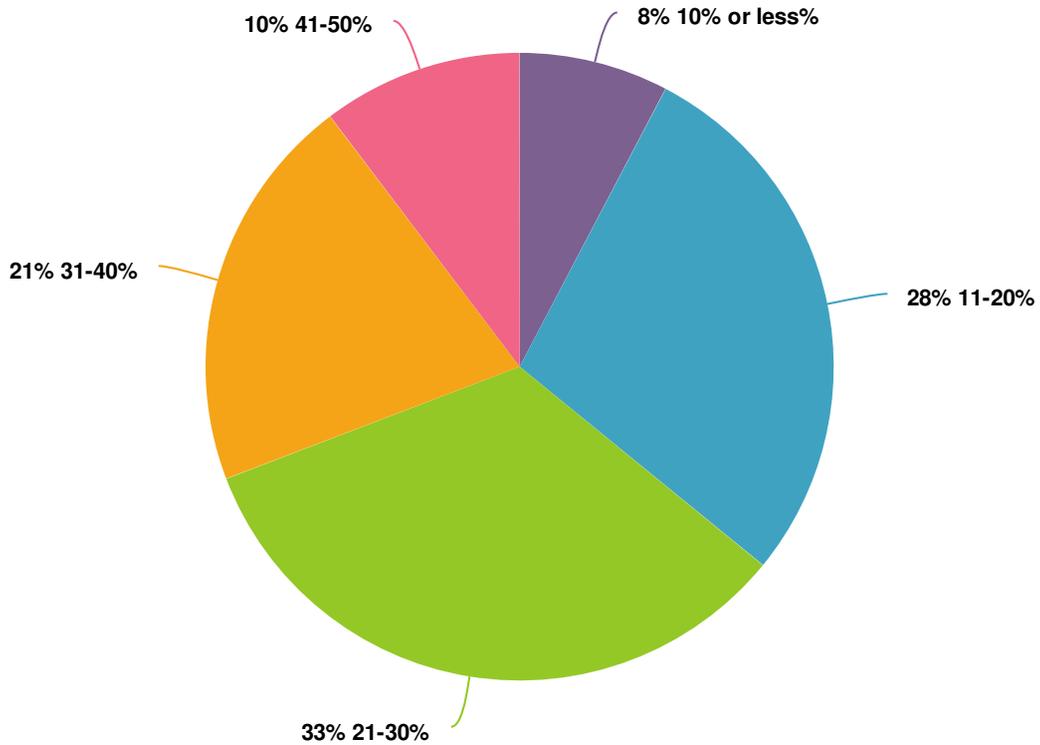
3. Do you track employee referrals as a % of external hires? If yes, we have a few more questions.



Value	Percent	Responses
Yes	84.8%	39
No	15.2%	7

Totals: 46

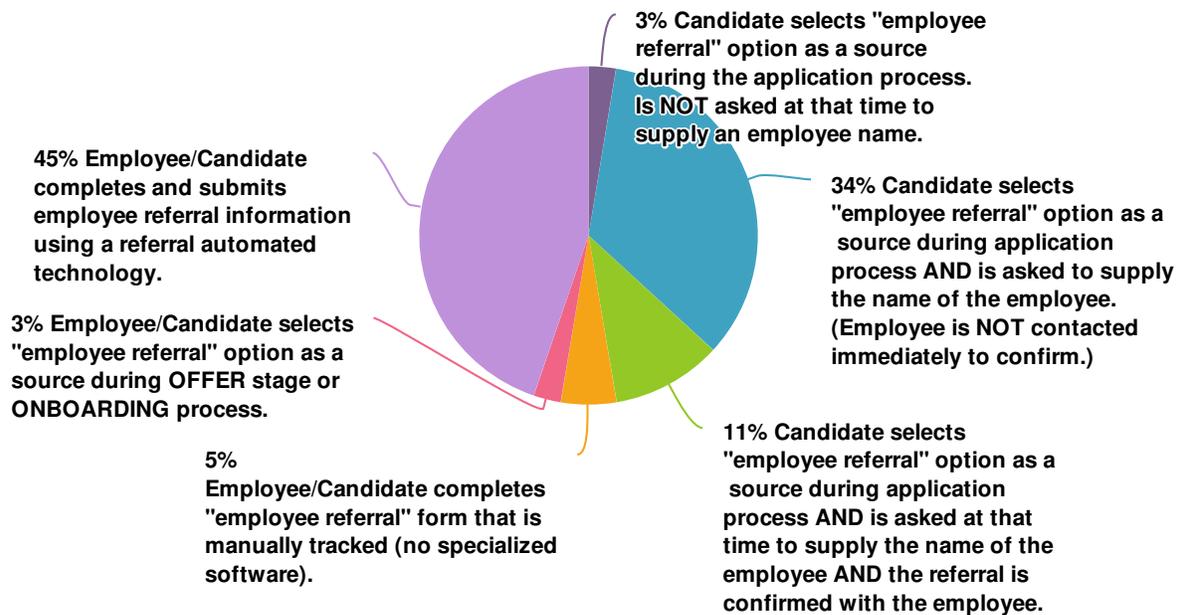
4. What percentage of external hires currently come from employee referrals?



Value		Percent	Responses
10% or less%		7.7%	3
11-20%		28.2%	11
21-30%		33.3%	13
31-40%		20.5%	8
41-50%		10.3%	4

Totals: 39

5. What "RULE" best defines how you determine if a candidate is an Employee Referral?



Value		Percent	Responses
Candidate selects "employee referral" option as a source during the application process. Is NOT asked at that time to supply an employee name.		2.6%	1
Candidate selects "employee referral" option as a source during application process AND is asked to supply the name of the employee. (Employee is NOT contacted immediately to confirm.)		34.2%	13
Candidate selects "employee referral" option as a source during application process AND is asked at that time to supply the name of the employee AND the referral is confirmed with the employee.		10.5%	4
Employee/Candidate completes "employee referral" form that is manually tracked (no specialized software).		5.3%	2
Employee/Candidate selects "employee referral" option as a source during OFFER stage or ONBOARDING process.		2.6%	1
Employee/Candidate completes and submits employee referral information using a referral automated technology.		44.7%	17

Totals: 38

6. Are there any additional details or comments that you'd like to share about this topic?



Count	Response
1	@ Marriott the associate and job seeker can actually initiate the referral. The associate can log into our internal career site and refer someone through Taleo's "Refer a Friend" functionality or the job seeker can choose Referral on the self-id drop down and then is asked to identify the who referred them in an open text field. We're about 90% job seeker self select, 10% associate initiated referral.
1	An employee can also start the application on behalf of their referral via Taleo. However only about 10% of our referrals come in this way.
1	At the beginning of the year we will be going to this option Candidate selects "employee referral" option as a source during application process AND is asked at that time to supply the name of the employee AND the referral is confirmed with the employee.
1	Candidate can also indicate referral as a source at the time of application, but it only tracked if they submit a form on behalf of the person that referred them. We do not have an Enterprise standard employee referral program.

Count Response

1	During the interview process we confirm how the applicant knows the employee and what they did to get the referral. Often times, they start to apply through another source and then remember they know someone and call the employee - who of course says to be sure and put their name down. In this case we would likely not pay the referral fee since the employee did nothing to proactively recruit or refer the applicant.
1	Employee flags the lead in ATS with contact info only. Kenexa automation sends the candidate additional info to complete the application process. Manual process enters at the end, when we see if the referring employee is eligible to be paid, based on program criteria.
1	I would be happy to answer questions/discuss further and can be reached at 303-507-2710.
1	Referrals make the best ee's
1	The referral MUST be made before the person being referred creates their profile or applies through the career website. If the candidate creates their profile before the referral, the employee will not be eligible for the referral award. • An exception will be made if the employee refers the candidate within three calendar days of the candidate applying or creating their profile.
1	Using Kenexa & Taleo currently. Moving to WD for all HR in October.
1	We are a Taleo customer - there is also an option to flag referrals where the employee facilitates the process - they prompt the job seeker to apply and the individual is then tracked as a referral if they truly apply.
1	We are currently using "Rolepoint" as our referral technology platform. Also, we have increased our referral percentage from 13% of our external hires in 2012 to 44% in 2017. We have a dedicated referral team, we run targeted referral campaigns, and it is our #2 source of hire behind "contractor conversions."
1	We are exploring the candidate driven/ employee endorsed model but haven't made a change yet. We are also starting to explore A.I. Technology that supports employee referrals programs.
1	We are intentionally biased toward a broad definition of "referred" in order to encourage employees to refer more people. We prefer they follow our process through the Employee Referral Portal of our ATS but don't penalize anyone who skips that step if we determine they were truly the source of the hire.

Count Response

1	We are moving away from manual tracking in 2018 and will be leveraging Success Factors ERP portal/process
1	We have an additional rule to define employee referrals: candidate must not have any activity (applied, interviewed, offered) in the ATS for the past 6 months. We also do not provide special treatment or white glove service to referrals.
1	We have two mean of referring, one is employee initiated via Taleo the other is referral initiated where the candidate is asked to supply the name of the employee. We look up the name of the individual listed and verify they are an employee. Happy to share our process map and policy with you.
1	We use the Avature employee referral solution to capture referrals submitted by an employee. It's a SSO solution for our employees and includes a dashboard allowing them to see all of their referral submissions and where those submissions are within our process. We used to use Taleo, but the submission process for employees was painful (roughly 8 clicks to submit a referral).
1	We use the employee referral module within our Applicant Tracking System, gr8 People. It works very well and we can see at a glance which candidates are referrals, who referred them, when, if the candidate has been referred before, and dispositions of those earlier referrals. Since it is integrated with our overall ATS, we have much more confidence in the data we are getting. We previously used another referral technology company and the problems of sourcing, tracking and re-marketing were a nightmare.
1	When we do a special campaign we set up a temporary email (i.e....joinus@aurora.org) and ask employees to send us the name of referrals with contact information. Bottom line we lean on the side of paying the bonus and that helps get the word out to engage other employees to do the same.
1	While we track referrals through our ATS (BrassRing), it's clunky and often times results in manual tracking.
1	no.
1	our payout process is outside the ATS