

Successful Employee Referral Programs across 5 Pioneering Companies

Deloitte.

accenture

IBM

ARICENT™

MPHASIS
an HP company

Brought to you by **ZALP**
The Employee Referral Booster

The image features the Deloitte logo in a dark blue font with a green dot at the end of the word. The background is a light gray network diagram consisting of various icons (people, a Facebook 'f', and a Twitter bird) connected by thin lines, suggesting a global network of professionals.

Deloitte.

Deloitte is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management and tax services to selected clients. These firms are members of Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee.

Each member firm provides services in a particular geographic area and is subject to the laws and professional regulations of the particular country or countries in which it operates.

Company Highlights:

- Provides Audit, Consulting, Financial advisory, risk management and tax services
- 150+ locations worldwide
- 200,000 professionals worldwide
- Revenue figures for 2012 were US\$31.3 billion



Philosophy Behind the ERP program

Emphasis on how everyone can be made excited about referrals by making sure that it's fair and everyone feels that they have a stake in it.

Key Program Highlights:

- Rewards program
- Creating buzz through internal marketing tools
- Extensive use of social media
- Fairness and transparency

Deloitte.

"We are getting access to talent that we might not otherwise get access to. We are finding people we just never would find without the referral program."- Company spokesperson

Successes:

- Referrals now account for about 40 per cent of its hires (which total around 1500 a year)
- Annual savings in recruitment cost of approx \$6 million
- Reduced dependence on vendors
- Better quality candidates who stay longer and are aligned with the company's core brand values.
- Positive employer branding



Deloitte.

Deloitte's employee referral program linked to social media strategy has resulted in money savings and delivered a significant competitive advantage for competing for talent.

Social Media:

Wide range of online recruiting initiatives designed to leverage and extend employees' social networks while building the company's brand in the marketplace.

- JoinMe@Deloitte, which employees can add to their Facebook profiles;
- Dedicated YouTube channel
- Firm-wide Twitter stream called @Green-Dot managed by Deloitte's recruitment team.
- “Ask us” function on the company's Facebook page, linked to Deloitte's online community platform, Yammer
- iPhone application developed specifically for students.

Deloitte.

Features:

Rewards Program

- Reward if the person referred gets hired
- Reward referring with tokens like cinema tickets and experience vouchers

Internal communication tools to create a buzz

- Sophisticated internal marketing tools like posters and blogs
- Extensive use of video to generate excitement

Fairness and Transparency

- Every employee of the organization, barring recruiters and those directly involved in hiring are eligible for referral bonuses
- The question-and-answer initiative, empowers Deloitte employees to directly answer questions posted on Facebook about the company's professional culture creating powerful brand ambassadors for Deloitte





IBM is a global technology and innovation company completing a century of existence. The world's largest IT and consulting company, IBM employees around the world invent and integrate hardware, software and services.

IBM help forward-thinking enterprises, institutions and people everywhere succeed in building a smarter planet, from energy production to climate change , traffic congestion, health care, and everything in between.

Company Highlights:

- Provides IT and Consulting services
- 170+ locations worldwide
- 434,246 professionals worldwide
- Revenue figures for 2012 were US\$104.5 billion



Philosophy Behind the program

Blue Ambassador Employee Referral Programme (ERP) works on the fundamental belief that existing IBM employees know who is most suitable for filling an open position. Identification of those highly skilled individuals who may not ordinarily apply to open positions through traditional channels.

Key program highlights:

- Rewards program
- Regular communication and updation on open positions
- Fairness and transparency
- Online portal for easy access to information



Helped business units achieve immediate and short term manpower requirements



Successes:

- Helped to identify highly skilled individuals who may not ordinarily apply to open positions through traditional channels.
- Extended IBM's capability for experienced hiring to meet the growing critical skill gaps
- Substantial cost savings



Features:

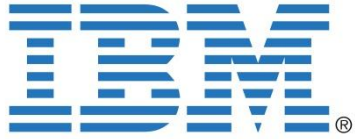
Rewards Program

- Referral payment is made to the employee 90 days post the candidate joins IBM
- Referral bonus is usually paid as a percentage of the overall recruitment costs
- Added bonus to push organization's priorities when needed
- Additional incentives for referring diversity candidates.
- Special programs from time to time to award double rewards and attractive prizes for maximum referrals

Regular communication and updation on open position

- All positions identified by the recruitment team are indicated on IBM's internal career portal called Global Opportunity Marketplace.
- Regular communication through mailers on open positions.
- Employees can refer a candidate either through the Global Opportunity Marketplace or BU specific functional email boxes or specific ids that have been created for individual business units.
- A weblink is mailed to employees every week. Employees just need to click on the weblink to access the open position and fill in the details.





Features:

Fairness and Transparency

- Periodic update is provided on the status of employee referrals
- Employees are notified of the success of their referrals and are kept aware of the progress made on their referrals.
- Ensures predictability and awareness on payment mechanism by including payment modalities in the mailers sent out for open positions

Easy access to information through online portal

- Codes and positions generic in nature or are in demand throughout the year are kept consistent so that employees can refer to any of the mailers sent in the year to refer candidates with such in-demand positions.





Accenture is a global management consulting, technology services and outsourcing company.

Accenture collaborates with clients to help them become high-performance businesses and governments by combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies.

Company Highlights:

- Management consulting, technology services and outsourcing services
- 120+ locations worldwide
- 266,000 professionals worldwide
- Revenue figures for 2012 were US\$ 27.9billion



Employee Referral Program, "Talent Scout" has won the award for the "Most Innovative Employee Referral Program"

Philosophy Behind the program

Employee referrals are an important means of finding talented individuals for the organization. Simple to understand program with dedicated resources to internally market the program on a regular basis

Key program highlights:

- Rewards program
- Extensive use of social media
- Technology as an enabler
- Priority to internal referrals
- Tied to CSR



80% of the employees open the email from the Employee Referral Program Campaign. A significant increase in responsiveness to ERP



Successes:

- Percentage of hires through employee referrals has grown from 14% to 33%.
- Improvement in the quality of hires through referrals
- Positive effect on job satisfaction and commitment of old and new employees.
- Employee awareness of the referral program has increased from 20% to 99%



Features:

Social Media

- Online platform central to all the employees to deploy their social network
- Extensive use of social media marketing tools like facebook, twitter, youtube, mobile messages to spread the word

Technology as an enabler

- Allows employees to send electronic referral card to people in their network. The e-card allows the employee to get credit if the individual sends an application in response to that.
- Difficult for employees to refer people whom they really don't know, thus generating focused referrals. It requires the employee to explain how they know the referred person and how that person will fit in the organization.
- Employees have their own individual online scorecards which enables them to keep a track of their referred candidates, their accumulated bonuses, amount allocated for charity and also lists employees' referral success rate.





Features:

Rewards

- Apart from receiving a reward on a successful referral, employees also get an opportunity to participate in a draw for exciting world trips.
- Entitled to receive a small reward, even if their referred candidate is called for interview.

Internal referrals given priority

- Employee referrals are given priority over other sources and every referral is acted upon.
- Covers all open positions and also allows everyone including HR Team and Top management to participate.

Tie up with CSR

- Allows employees to allocate a part of their referral bonus to charity (like Red Cross society , UNICEF , WWF for nature , Amnesty International) to keep employees motivated towards a higher cause.





The Aricent group is a global innovation and technology services company that helps clients imagine, commercialize, and evolve products and services for the connected world.

Company Highlights:

- 30+ locations worldwide
- Deep domain expertise in communications and related technologies—from chipsets and devices to network equipment and BSS/OSS
- Decades of experience in many connectivity-driven industries, including healthcare, energy, finance, retail, and media
- Aricent software is on more than 500 million handsets
- Portfolio of more than 125 licensable software frameworks
- Helped create the world's first femtocell, 4g/LTE, and broadband inflight solutions
- Designed industry-changing products and experiences for Disney, GE, HP, Intel, Sony, and many other Fortune 500 brands.



Runs a Global Referral Program known as “iRefer”

Underlying Philosophy

Building a better working environment by encouraging employees to work with friends & ex-colleagues, while earning attractive rewards and bonuses. Needless to mention, it creates a win-win situation for both the company and employees.

Key Highlights of the Program include

- Motivating Rewards and Recognition scheme
- Adherence to agreed SLA's
- Enhancing Participation
- Branding and Communication
- Special Hiring programs
- Metrics analysis
- Feedback Mechanism
- Benchmarking best practices in referral hiring
- Overcoming challenges



Successes:

Quality of Hire

- **Performance:** 10% of referred candidates are rated as 'Best Performers' constituting top 20% of the organization's manpower
- **Longevity:** 74% of referred candidates are still working with the organization which is 17% higher in comparison to those hired through staffing agencies

Business Value

- **Hiring Contribution:** 39% of total hiring through this channel globally
- **Lower Cost per Hire (CPH):** 50% lower as compared to Staffing Agencies (STA)
- **Better selection Conversion Ratio:** 1:3 interviewed get selected compared to Value 1:4 through other channels
- **Better Joining Ratio:** 79% through referrals. 72% through other channels





Features:

Rewards Program

- Country specific reward structure
- Announcement of successful referrers on intranet
- Special reward structure for critical & niche hiring
- Monthly winner on giving maximum joiners:
 - Special awards such as mobile phone & gift vouchers
- Mega draw at the end of financial year
 - Holiday package/ car/ bike/ laptop etc
- T-Shirt to all successful referrers

Adherence to SLA' s

- Duplication check feedback SLA: 48hrs
- Qualitative feedback SLA: 24hrs
- Process feedback SLA at different stages





Efforts to ensure transparency in process and timeliness throughout the process

Features:

Increasing Participation through Branding and Communication

Branding and Marketing Tools

- Poster campaign
- Mailer campaign
- Ex-factor special campaigns
- E-banners on the company intranet
- Orientation to new joinees
- Quarterly newsletter
- Reaching out to employees personally through iRefer kiosks
- Events
 - Creating competition amongst different SBUs
 - Linking with corporate gaming contests
 - Special program on friendship day
 - Open house sessions



Aricent sought to overcome challenges of nepotism and money considerations overriding worth by stressing on transparency and two way communication for an effective referral program

Features:

Feedback Mechanism

- **Helpdesk mechanism:** to give immediate attention to the referrers queries.
- **Dedicated email id** to receive queries
- **Responsibility chain:** dedicated person for each center with a escalation point
- **ISAT (Internal Satisfaction survey):** to identify improvement areas

Benchmarked Best Practices at Wipro, Infosys, Sasken, TCS & Tech Mahindra to identify and adopt practices like:

- **Company wide recognition for winners**
- **Special consideration to referral cases**
- **Feedback survey**
- **Regular internal branding activities**



Features:

Metrics to track and analyze program effectiveness

- **Quality of referral candidates** – Performance & Longevity
- **Internal Customer Satisfaction**
 - Referrer/employee satisfaction
 - Hiring manager satisfaction
- **Hiring Metrics**
 - Total number of referrals
 - Overall employee participation rate
 - Total number of referral hires
 - Total time to fill
 - Percent of referrals from events/Customized activities
 - Referral participation by BUs
 - Percent of key jobs filled by referrals
 - Offer acceptance rates
 - Percentage of applications submitted on ehire vs mail
 - Cost per hire
 - Payment Time to Employees





MPHASIS
an HP company

Mphasis, an HP Company is a global service provider, delivering technology-based solutions across industries, including Banking & Capital Markets, Insurance, Manufacturing, Media & Entertainment, Communications, Healthcare & Life Sciences, Transportation & Logistics, Retail & Consumer Packaged Goods, Energy & Utilities and Governments around the world.

Mphasis' integrated service offerings in Applications, Infrastructure Services and Business Process Outsourcing help organizations adapt to changing needs.

Company Highlights:

- Application, Infrastructure and BPO services
- 30+ locations worldwide
- 40426 professionals worldwide
- Revenue figures for 2012 were US\$55.40 billion



Employee Referral program known as "Connexions"

Philosophy Behind the program

The Employees are the best source of hire as they understand Company culture and value system best.

Key program highlights

- Rewards program
- Priority to internal referrals
- Technology to make it simple and accessible
- Fairness and transparency



Successes:

- Significant cost saving
- Reduced dependence on third party vendors
- Greater employee engagement
- Better quality hires



Features:

Rewards

- Rewards for each position are categorized based on the Band level/ Position.
- Employee is rewarded after the referred candidate completes the introductory period specified by the company

Priority to internal referral

- Employee referrals are given priority over other sources and every referral is acted upon



Features:

Technology to keep it simple and engaging

- Employees are notified of open positions through the internal website
- All employees can refer candidates against any specific requirement and can also track the progress of the candidate.
- Only resume submission is sufficient for successful referral

Fairness and transparency

- Referral program covers all the open positions and also allows everyone including HR Team, Top management to participate.

Sources

- About.Com - You can Inspire Great Employee Referrals
- 10 Secrets to Success of Employee Referral in India - Aricent
- Linked in Group – Accenture Employee Referral Program
- ReferralRecruitment.com – Accenture
- <http://www.mphasis.com/pdfs/Employee%20Referral%20Program%202013.pdf>
- <http://www.htstaffing.com/content/are-employee-referral-programs-good-business>
- http://www.hrdaily.com.au/nl06_news_selected.php?selkey=1816
- <http://www.coolavenues.com/hr-zone/blue-ambassador%3A-employee-referral-programme-@-ibm>
- Websites of mentioned companies

ZALP

The Employee Referral Booster

For more information, visit
www.zalp.com

To book a free demo, drop a mail to
info@zalp.com

You may also call us for any other assistance
1-866-217-1267

 www.linkedin.com/company/zalp

 www.facebook.com/zalp03

 www.twitter.com/zalptweets

zalp.com

ZALP