

Building Effective Referral Programs

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ABOUT ME

A Tale of Two Cities...



Global TA Operations Manager



OPERATIONS

Process development
Financial tracking
Vendor management



ENABLEMENT

Enablement strategy
Skills development
Knowledge base



COMPLIANCE

Connector for TA compliance
Global audits
Corrective actions



COMMUNICATION

Global meetings
Change management

Talent Research & Operations Team

ABOUT RED HAT

Red Hat is the world's leading provider of open
source, enterprise IT solutions.

About Red Hat

- ★ 10,500 Employees
- ★ 85 offices / 35 countries
- ★ Forbes' Most Innovative Companies (#23)
- ★ Glassdoor Best Employers 2016 (#37)
- ★ Aon Hewitt Best Employer
- ★ Best CEO - Glassdoor 2016



Let's talk about referrals...

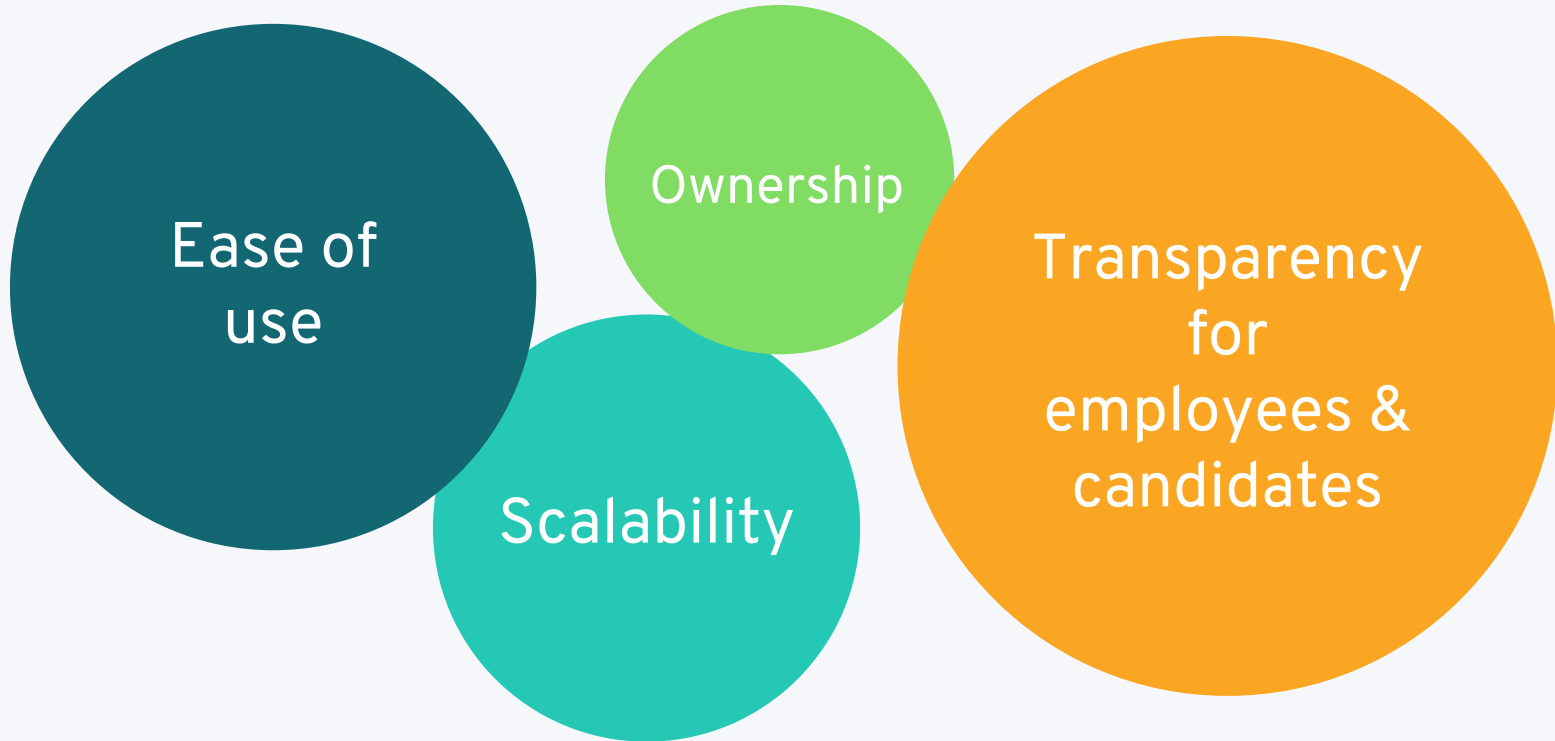
Red Hat's Ambassador Program 1.0

- Launched 2011
- Owned by Employment Branding team at HQ
- Critical part of talent strategy
- 40-50% hires globally are referrals
- Part of our ATS (iCIMS) platform
- Utilized our internal / external career portals
- Employees entered email address; link sent to candidate
- 5 day SLA for TA to contact referrals



Challenges come with
rapid, global growth...

Key Challenges



Ambassador Program 2.0

- ★ Innovators Program 2016
- ★ 30 member Advisory Council
- ★ 50 individual interviews
- ★ 1,100 global employee survey responses
- ★ Build our own platform on RH OpenShift in our Open Innovation Lab (Boston)
- ★ Launch Dec 2017



Enough about us - let's
plan your program!

Why Associates Refer



Let's make some
assumptions



If employees feel connected to your brand, they'll make referrals!

So we've got engaged
employees, now what?

Let's take a step back and look at
all the moving parts...

Program Considerations



OWNERSHIP



RULES



TECHNOLOGY



REWARDS

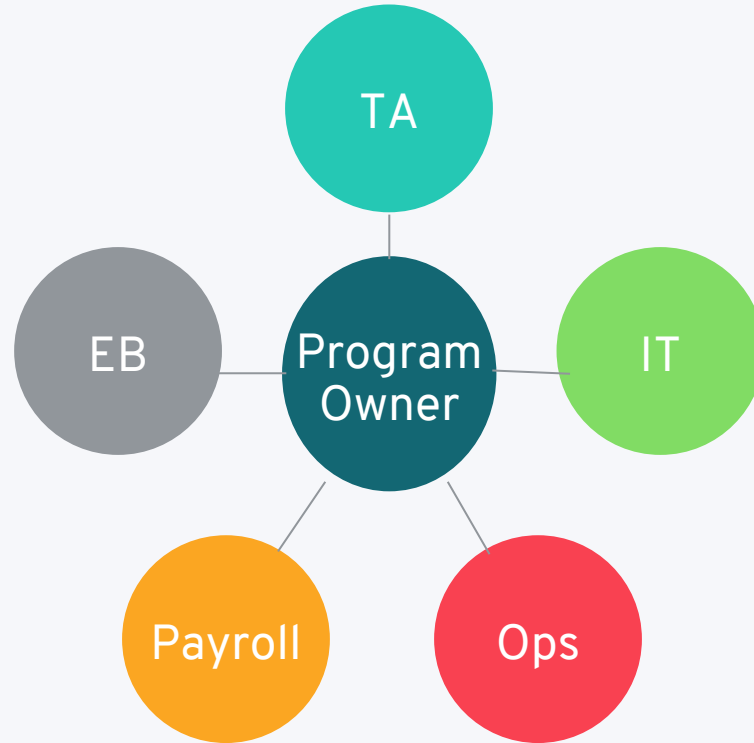


ENABLEMENT

Program Review & Maintenance

You need a Program Owner.
Trust me...

Connection Points



You're going to need some
definitions & rules

Referrals vs Leads

Will you reward qualified referrals and leads equally?

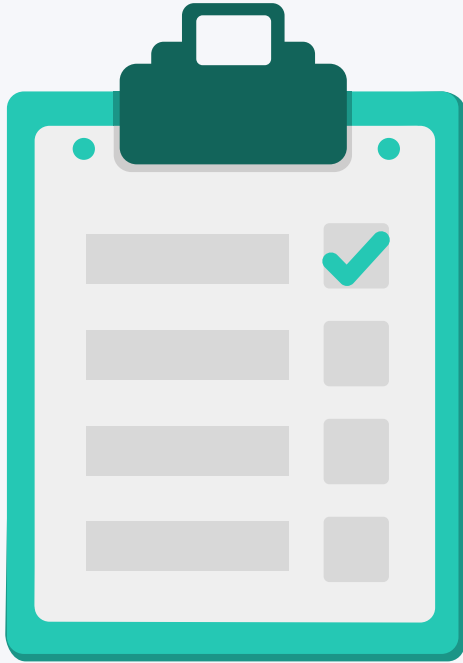
Qualified Referral

- ☒ Personal relationship with candidate
- ☒ Can speak to skills & culture fit
- ☒ Ensures candidate is interested in role

Lead

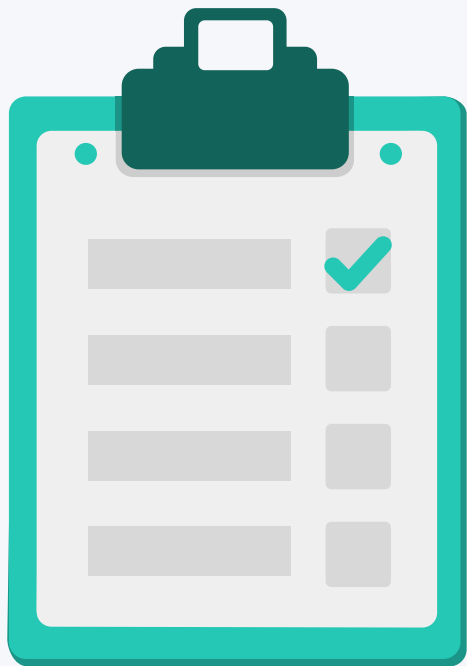
- ☐ Does not know candidate personally (or not well enough to qualify for the role)
- ☐ Can't speak about skills or culture fit
- ☐ Candidate may not be interested in role

Program Rules



- 1 Are you rewarding both referrals and leads?
- 2 Who can refer candidates?
- 3 What roles are open for referrals?
- 4 When in the hiring process can an employee make a referral?

Program Rules



- 5 How long does the employee “own” the referral?
- 6 Can referrals only be made against specific jobs? Or to the company in general?
- 7 Will you allow exceptions?
- 8 When does the employee receive payment for the referral?

Mutual Expectations

How will you ensure expectations are met?

Employee Expectations

- ☒ ^F Qualify candidate against job requirements
- ☒ Follow the correct referral process
- ☒ Always act ethically

TA Expectations

- ☒ SLA for contact (Qualified only)
- ☒ Disposition all candidates
- ☒ Ensure credit for referral is documented

Now you need a platform

Key Considerations

- Integration with ATS and career site
- Ease of referring
 - Employee submits CV?
 - Candidate applies via link?
- Auto match for existing records
- Track referrals by employee
- Visibility of status by both candidate and employee
- Reporting capabilities for financial and employment audits



And what about rewards?



Reward Possibilities



Type of Referral
(qualified vs lead)



Location Variable Bonuses?



Skill / Seniority Based Bonuses?



Non-monetary Rewards?



Super Ambassador
1 referral hired

- Referral bonus
- Red Hat Super Ambassador t-shirt
- Red Hat Super Ambassador sticker



Mega Ambassador
3 referrals hired

- Referral bonus
- One time extra 25% bonus
- Red Hat Mega Ambassador hoodie
- Red Hat Mega Ambassador sticker



Ultimate Ambassador
5 referrals hired

- Referral bonus
- One time extra referral bonus
- Red Hat Ultimate Ambassador jacket or cape
- Red Hat Mega Ambassador sticker
- Entry in annual drawing for high value item

So you've got an amazing referral
program! Now what?

It's time to evangelize & enable!

Enablement Strategy



Documentation



Employee
Value
Proposition



Onboarding



Campaigns



Refresh
Sessions

Unified branded experience

IS RED HAT RIGHT FOR YOU?

PURPOSE

We're leaders
in a movement
that's bigger than
ourselves.

PASSION

We are energized
by our work and
expect to be heard.

COMMUNITY

Anyone can
contribute their ideas,
and your ability to
influence isn't defined
by a job title.

OPPORTUNITY

This is a fast-paced,
ever-changing
business where you
can make an impact.

Questions?